



## Agenda/Notes

Office of Governor Tina Kotek  
RJC Economic Opportunity Committee  
April 15, 2025 – Zoom  
2:30 – 4:00 pm  
Moderator – Javier Cervantes

### MEMBERS

	Anthony Veliz	X	Janice Mason	X	Marin Arreola
E	Ciara Pressler	X	James Cador	X	Nicole Davison-Leon
	Cobi Lewis		Kevin Bumatay		Tiffany Monroe
X	Evann Goss-Lemelle		Latiffe Amado		
X	James Alan Parker	E	Marcus Mundy		

### OTHER ATTENDEES

X	Andre Bealer	X	Sarah Foster		Kelly Brooks
E	Jesse Hyatt	X	Yasmin Solorio		

Topic/Lead	Notes/Main Points	Decisions/Action Items
EO-22-15 Work - Jan	<p><b>Jan:</b> Dedicate time to talk about these priorities and get your input. Want to hear from you on agreement or additional thoughts.</p> <p><i>Jan shares EO 22-15 Ranking Review slides</i></p> <p>Former Governor Brown directed agencies for items related to procurement for racial justice in their departments. Gave clear direction for each department to create their DEI plan. Driving disparity study was done with DAS. Our goal and attempt is to revisit this EO and wanted to see if improvements can be made and can we recommend for the Governor an update to the EO which is reflective of where we are today.</p> <p>Given rankings provided, a lot of items ranked as under performing. Would love your thoughts on rankings.</p> <p><b>James Alan Parker:</b> Ciara was good at bringing forward accountability and time tables. A lot of times it appeared to be aspirational without metrics for success. That is what we see reflecting in the scores. A want for stronger framework for implementation is needed to see that affect from agencies to businesses</p>	<p>Andre to follow up with DAS 5-year DEI action plan</p> <p>Andre to follow up with COBID manager, invite for future meeting re data on small businesses.</p> <p>Invite ODOT to a future meeting for better communication with EOC and ODOT.</p> <p>Jesse EO22-15 and Procurement Equity Work Group. Engage and compare outcomes.</p>

seeking support.

**Andre:** Wanted to echo that. An item for consideration is for the underperforming areas, where is there potential overlap with disparity study recommendations and how can this information be used to inform that. I believe Marin is on the steering committee? I think that's a great connection and way to combine the two efforts.

**Marin:** Didn't go to the first meeting but going to the May meeting. Sense of faith can be lost in accountability. Maybe people have lost track of faith in the work, how do we bring that back is important. With accountability maybe will have more trust in the work. I think having robust accountability framework and assurance work is getting done will reassure us to have more faith in the system.

*Jan reviews Under Performing Pt 2 slide*

**Jan:** Items are under performing as well. Similar thoughts or comments as the last slide. Performing slide shows averages are better. Does DAS have a 5 year DEI or strategic plan?

**Andre:** I believe they do but let me do some digging.

**Jan:** Increasing language access including translation, interpretation, and ASL. Being this isn't a high ranking number but performing on average.

**Marin:** Over last 20 years being connected with BizO on and off, most intentional work I've seen. A lot of work but they are really taking the time to analyze and develop the plans. With ODOT, haven't seen much of a change in interacting with small business or BIPOC businesses. Its challenging connecting with them in the past. That needs to improve. DAS is not as much as we need to see them engaging with small business and having more communication with them. I feel they are doing a lot of work we don't know about.

**Andre:** Marin I will follow up with COBID because I know of a recent increase in amount of certified firms. Will follow up on data and that might be helpful information where they've been since the new manager has onboarded.

**Jan:** Thanks Andre, that'd be great follow up. We previously talked about having COBID back for future

agenda.

Next is areas that are over performing.

**Andre:** Procurement Equity Workgroup is focused on the EO. Disparity Study Committee is focusing on disparity study recommendations.

**Jan:** Procurement work group is primarily agencies.

Second item is the twice-yearly reports. Sounds like Jesse meets with them regularly. For the Statement on DEI, glad the work is moving forward under Governor.

**James Alan Parker:** How do you embed DEI principle in the work of the agency so things are grounded and can't be turned on or off? Language can be impactful, can lead to correct intent. Encourage what you can and should say.

**Jan:** Not just trying to be legally sound and not using jargon that is trigger words for people. We want every Oregonian to thrive and be prosperous. Want to help people be in better positions than yesterday. Jesse put together some interesting points.

***Though exercise - what would you like to see in each line to make it more effective?***

**Marin:** Developing action steps, more details in terms of work plan within each area and timeline. Assigning people in committee to each area.

**James Alan Parker:** Would like to hear from our govt side of things. What does accountability look like in practice for government, what are successful models we've seen. When you look at inside of govt and agencies, their personality, culture, potential roadblocks to new work plans. Wondering if there any thoughts on that.

**Andre:** How can we tie this into existing work like one example is disparity study conversation. Making work more equitable that tie into recommendations out of the disparity study. Also folks turn over, this committee will still be here even when folks leave. What can we embed in this committee that goes into long term. Ex: every year they are expected to report to you on X, Y, Z. You can build that into your work plan and keep you connected to the work.

**Nicole:** Question of efficiency. To help there so many priorities and items to consider. What are the outcomes and how do we measure that. I look at the disparity and its 1-5 but what's there to inform us on moving the needle. "statement of DEI values" what is that outcome. Clarifying outcomes we are hoping to equal. Goes back to accountability and what we are measuring.

**Jan:** Great question. From a historical standpoint, Oregon came out with DEI action plan that was a guiding document for agencies to develop their own 5 year plan. Was driven by need to improve culture within agencies. We can make all kinds of statements, we knew they'd have the same results.

**James Alan Parker:** That's some really clear recommendations. Understanding current agency work and embedding current DEI strategies for that work.

**Jan:** That ties into the second discussion question. **Do we need to extend the length of the EO or focus on the effective and timely execution?**

**Andre:** Our Governor is a big fan of doing things we've committed to. This might be a good time to engage the Procurement Equity Work Group. Doing a comparison to determine where things are. That might be able to help create a list of recommendations.

**Jan:** Having the workgroup that Jesse's on and connecting with them on our score card.

**Marin:** Having that voice is great. We meet once a month for a year. Working with Alexandria Straub, who is guiding the meetings. Chris Wilson and Jennifer Kaufry, Noel Scott. Will report back on how the work is going.

#### **Workforce Workgroup Update- Marin and Jan**

**Marin:** Initially we started meeting in January. Over last two months analyzing reports. In the last meeting on April 3<sup>rd</sup> we started the real work. We started addressing main tasks for scope of work.

We spent time together on task 1 to guide our conversations. We have four tasks and a work plan to address and discuss. Next two or three months is to go through each task to dissect the information. Overall our goal is to look at how we can support the Governor, HECC, in making sure we have talent pool/workers who are crucial to our economy (Ex

	<p>Behavioral health, construction, semiconductor). Our goal is to have recommendations to Governor and RJC as a workgroup and move forward on whatever it is we want to move forward on. Typically, every other Thursday for an hour. Future Ready Oregon is an important program. Definitely whatever we do or decide, it aligns with RJC.</p> <p><b>James:</b> Thanks for this lift, very multifaceted. Certainly would like to see how I can be more involved with your leadership and driving this.</p>	
<p><b>Committee Members-Legislation Members are Following</b> (James)</p>	<p><b>James Alan Parker:</b> As we look at the governors priorities as expressed in GRB, we have a clear idea of policy vehicles that are out there. Javier, can you give an update on letters.</p> <p><b>Javier:</b> Governor wanted RJC to endorse recommended budget as is. She mentioned in the last budget there are folks who are more concerned with spending given states and was firm in her belief that the recommended budget should be adopted as is. A letter was drafted, members looked at it and is currently sitting with legislative team. We had small edits, will put it up for a vote of the RJC. Will then be sent off to Ways and Means.</p> <p><b>James Alan Parker:</b> Are there things conceptually we can raise as priorities? We have raised like true capitol access, equity and procurement. Wanted us to have a soundboard if that makes sense, is it reiteration.</p> <p><b>Javier:</b> Are there items you are following in the legislature that will impact.</p> <p><b>Marin:</b> For example, James, on the TA bill, how is that looking or progressing?</p> <p><b>James:</b> The fears of this legislature on spending due to short session would impact acutely. You may not have the appetite to spend but there are lines we are ready to draw to ensure communities reach support we've outlined.</p> <p><b>Javier:</b> Some of the language and recommitment can be tied into the EO. We can reelevate that and measure what was brought up earlier on engaging with task force.</p>	

	<b>Javier:</b> Update on membership. New member list are being reviewed by Governor at this moment. After an orientation and update them and have them join us.	Add James Alan Parker for Friday WFWG.
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<b>Meeting Materials</b>	 EO22-15 Data.pptx
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### Zoom Chat

14:31:21 From Sarah Foster to Hosts and panelists:  
the number is me!

14:31:35 From Sarah Foster to Hosts and panelists:  
I had to join by phone for audio

14:36:57 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:  
Agenda:

1. EO-22-15 Work-Jan
2. Workforce Taskforce Update- Marin and Jan
3. Committee Members-Legislation Members are Following (James)

14:37:40 From Andre Bealer (he/him) Governor's Office to Hosts and panelists:  
Love the commitment but please be safe out there!

15:07:02 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:  
What would you like to see in each line to make it more effective?

15:07:56 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:  
Do we need to extend the length of the EO or focus on the effective and timely execution?

15:11:14 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:  
From Ciara:

"I'm sorry I couldn't make it today - I'm at a conference and the internet isn't working"

15:27:32 From James Cador to Hosts and panelists:  
Sorry all, I've got to run too!

15:28:50 From Andre Bealer (he/him) Governor's Office to Hosts and panelists:  
I have to run to daycare pickup. Thanks everyone!

15:28:58 From Sarah Foster to Hosts and panelists:  
I have to run, thanks for letting me listen in!

15:30:14 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:  
1. EO-22-15 Work-Jan  
2. Workforce Taskforce Update- Marin and Jan  
3. Committee Members-Legislation Members are Following (James)

# EO 22-15 Ranking Review

March 14<sup>th</sup>, 2025



# Result Matrix

## Ranking:

- Over-performing:  
3.75+
- Performing: 3.0 – 3.74
- Underperforming:  
<2.99



# Under Performing Pt. 1

<p><b>Directives to Business Oregon regarding business support and capacity building:</b> In order to meet the State's goals of increasing and promoting DEI in state procurement, the State must do more to provide contractors and prospective contractors with ongoing technical assistance, training, mentorship and coaching that are culturally responsive and linguistically accessible. Accordingly, I hereby</p> <p><b>Directives to state agencies regarding improving data collection and data transparency:</b> In order to ensure that the State is able to advance the statement of policy outlined in paragraph 1 of this Executive Order, and to ensure accountability, we must collect better data and be more transparent about that data. Accordingly, I hereby order the following:</p> <p><b>Directives to state agencies regarding improving data collection and data transparency:</b> In order to ensure that the State is able to advance the statement of policy outlined in paragraph 1 of this Executive Order, and to ensure accountability, we must collect better data and be more transparent about that data. Accordingly, I hereby order the following:</p> <p><b>Directives to Business Oregon regarding business support and capacity building:</b> In order to meet the State's goals of increasing and promoting DEI in state procurement, the State must do more to provide contractors and prospective contractors with ongoing technical assistance, training, mentorship and coaching that are culturally responsive and linguistically accessible. Accordingly, I hereby</p>	<p>c) <u>Central information hub:</u> Business Oregon shall identify and pursue appropriate resources to implement a central information hub to help businesses navigate available resources through a navigator website and hotline at Business Oregon.</p> <p>a) <b>Data collection through State Systems:</b></p> <p>i) DAS shall ensure there is means to electronically collect race and gender data for all contractors, including prime and sub-contractors, for state procurements stored in the State's central procurement system.</p> <p>ii) DAS shall develop an accompanying rule, policy and/or procedure to</p> <p>b) <b>Oregon Procurement Equity Website:</b></p> <p>i) DAS shall establish a procurement and contracting equity website ("the website") available to the public. The website will communicate the plans, actions and progress the State is making to implement the policy and directives of this Executive Order</p> <p>b) <u>Building nonprofit technical capacity:</u> Business Oregon shall identify, collaborate with, and support the development of technical capacity for culturally specific and responsive nonprofits who support eligible firms that engage in public contracting.</p>	<p>2.17</p> <p>2.33</p> <p>2.33</p> <p>2.33</p> <p>2.40</p> <p>2.50</p>	<p>1</p> <p>1</p> <p>1</p> <p>2</p> <p>3</p> <p>2</p>	<p>2</p> <p>3</p> <p>3</p> <p>2</p> <p>2</p> <p>2</p>	<p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>2</p>	<p>2</p> <p>2</p> <p>2</p> <p>1</p> <p>1</p> <p>3</p>	<p>2</p> <p>2</p> <p>3</p> <p>5</p> <p>3</p> <p>4</p>	<p>5</p> <p>5</p> <p>4</p> <p>3</p> <p>3</p> <p>4</p>
<p><b>Directives to the Oregon Department of Transportation (ODOT) regarding public works project planning, procurement equity and contract compliance:</b></p>	<p>b) <u>ODOT five year action plan:</u> ODOT shall create a five year action plan no later than October 1, 2022, to identify a plan to embed equity into its agency procurement processes and diversify the public works project workforce.</p>	<p>2.40</p>	<p>1</p>	<p>3</p>	<p></p>	<p>1</p>	<p>3</p>	<p>4</p>
<p><b>Directives to state agencies regarding embedding an equity lens in all aspects of state procurement processes:</b> State agencies engaged in state procurements are directed to take concrete steps to further the policy outlined in paragraph 1 of this Executive Order, including but not necessarily limited to the following</p>	<p>b) <u>Methods and tools:</u> Establish methods and tools for considering racial equity and other DEI values when developing solicitation requirements, evaluation criteria/processes and when making decisions at all procurement thresholds.</p>	<p>2.50</p>	<p>2</p>	<p>2</p>	<p>2</p>	<p>3</p>	<p>4</p>	<p>2</p>



# Under Performing Pt 2

<p><b>Directives to state agencies regarding proactive outreach and engagement:</b> In order to advance the policy outlined in paragraph 1 of this Executive Order, state agencies must develop and maintain an agency culture that is inclusive, proactively engages with eligible firms, and engages in proactive community engagement efforts and initiatives to foster trust and partnerships. Accordingly, state agencies are directed</p> <p><b>Directives to state agencies regarding proactive outreach and engagement:</b> In order to advance the policy outlined in paragraph 1 of this Executive Order, state agencies must develop and maintain an agency culture that is inclusive, proactively engages with eligible firms, and engages in proactive community engagement efforts and initiatives to foster trust and partnerships. Accordingly, state agencies are directed</p>	<p>d) <u>Project Planning:</u> When planning for a state procurement, agencies must embed proactive community outreach and engagement activities and timelines to help ensure that solicitation requirements are fair and equitable, and not unintentionally creating barriers for eligible firms to participate.</p> <p>a) <u>Procurement Planning &amp; Timeline:</u> When developing procurement timelines, agencies must embed additional outreach and engagement activities and timelines to ensure eligible firms are aware of opportunities available to them.</p> <p>a) <u>Report:</u> ODOT shall create a report of existing agency-level procurement equity initiatives including measures to address proactive outreach and engagement, prompt payment, project workforce diversification, disaggregated data collection of workforce and subcontractors, and Disadvantaged Business Enterprise business supports.</p> <p>a) <u>Technical assistance:</u> Business Oregon shall identify, and obtain when possible, necessary means to dedicate staff and other resources to provide technical assistance programs that provide pre- and post- COBID certification support.</p> <p>c) <u>Considering DEI values and practices in purchase decisions:</u> Consistent with applicable law, including but not limited to ORS 279A.015 and ORS 184.423(1)(a), (f), state agencies shall:</p> <p>i) Confirm offeror has documented DEI values and practices.</p> <p>ii) Require offerors to utilize a DEI outreach plan in the offerors'</p> <p>d) <u>Equity review of templates and processes:</u> Consistent with the five year action plan developed under section 7(a) of this Executive Order, conduct an equity review of procurement templates and processes, and update as appropriate.</p>	<b>2.60</b>	2	2		2	4	3
<p><b>Directives to the Oregon Department of Transportation (ODOT) regarding public works project planning, procurement equity and contract compliance:</b></p>		<b>2.60</b>	2	3		2	3	3
<p><b>Directives to Business Oregon regarding business support and capacity building:</b> In order to meet the State's goals of increasing and promoting DEI in state procurement, the State must do more to provide contractors and prospective contractors with ongoing technical assistance, training, mentorship and coaching that are culturally responsive and linguistically accessible. Accordingly, I hereby</p>	<p>a) <u>Technical assistance:</u> Business Oregon shall identify, and obtain when possible, necessary means to dedicate staff and other resources to provide technical assistance programs that provide pre- and post- COBID certification support.</p>	<b>2.67</b>	2	3	1	2	5	3
<p><b>Directives to state agencies regarding embedding an equity lens in all aspects of state procurement processes:</b> State agencies engaged in state procurements are directed to take concrete steps to further the policy outlined in paragraph 1 of this Executive Order, including but not necessarily limited to the following</p>	<p>c) <u>Considering DEI values and practices in purchase decisions:</u> Consistent with applicable law, including but not limited to ORS 279A.015 and ORS 184.423(1)(a), (f), state agencies shall:</p> <p>i) Confirm offeror has documented DEI values and practices.</p> <p>ii) Require offerors to utilize a DEI outreach plan in the offerors'</p>	<b>2.83</b>	4	2	2	3	3	3
<p><b>Directives to state agencies regarding embedding an equity lens in all aspects of state procurement processes:</b> State agencies engaged in state procurements are directed to take concrete steps to further the policy outlined in paragraph 1 of this Executive Order, including but not necessarily limited to the following</p>	<p>d) <u>Equity review of templates and processes:</u> Consistent with the five year action plan developed under section 7(a) of this Executive Order, conduct an equity review of procurement templates and processes, and update as appropriate.</p>	<b>2.83</b>	3	3	1	3	4	3



# Performing

<p><b>Directive to state agencies regarding training:</b> State agencies shall ensure training of all management and staff with procurement planning responsibilities and/or conducting duties specific to the implementation of the executive order on the requirements of this Executive Order and implementation of the DAS five year <u>action plan described in paragraph 7(a) of this Executive Order</u></p>	<p>c) <u>Preparing budget requests for resource needs to implement this Executive Order:</u> In many cases state agencies will be able to implement these directives by focusing existing resources on the critical DEI priorities outlined in this Executive Order. To the extent that DAS, ODOT, Business Oregon or any other state agency is not able to implement one or more of</p>	<p>3.00</p>	<p>4</p>	<p>3</p>	<p></p>	<p>3</p>	<p>2</p>	<p>3</p>
<p><b>Directives to state agencies regarding proactive outreach and engagement:</b> In order to advance the policy outlined in paragraph 1 of this Executive Order, state agencies must develop and maintain an agency culture that is inclusive, proactively engages with eligible firms, and engages in proactive community engagement efforts and <u>initiatives to foster trust and partnerships</u>. Accordingly, state agencies are directed</p>	<p>a) <u>Staff:</u> Dedicate staff capacity and resources to operationalize culturally and linguistically responsive community engagement and outreach staff.</p>	<p>3.20</p>	<p>1</p>	<p>4</p>	<p></p>	<p>2</p>	<p>5</p>	<p>4</p>
<p><b>Directives to Business Oregon regarding business support and capacity building:</b> In order to meet the State's goals of increasing and promoting DEI in state procurement, the State must do more to provide contractors and prospective contractors with ongoing technical assistance, training, mentorship and coaching that are culturally responsive and linguistically accessible. Accordingly, I hereby</p>	<p>d) <u>Five year action plan:</u> Business Oregon shall create a five year action plan ("Business Oregon five year action plan") to implement paragraph 8 of this executive order over a period of five years. The Business Oregon five year action plan shall be produced and submitted to the Governor's Policy Advisor not later than October 1, 2022. Business Oregon shall</p>	<p>3.20</p>	<p>3</p>	<p>2</p>	<p></p>	<p>3</p>	<p>3</p>	<p>5</p>
<p><b>Directives to the Oregon Department of Transportation (ODOT) regarding public works project planning, procurement equity and contract compliance:</b></p>	<p>c) The report and action plan required by this paragraph shall be produced and submitted to the Governor's Policy Advisor not later than October 1, 2022.</p>	<p>3.20</p>	<p>2</p>	<p>3</p>	<p></p>	<p>2</p>	<p>4</p>	<p>5</p>
<p><b>Directives to state agencies regarding proactive outreach and engagement:</b> In order to advance the policy outlined in paragraph 1 of this Executive Order, state agencies must develop and maintain an agency culture that is inclusive, proactively engages with eligible firms, and engages in proactive community engagement efforts and <u>initiatives to foster trust and partnerships</u>. Accordingly, state agencies are directed</p>	<p>c) <u>Relationship Building:</u> Build intentional relationships and partner with local culturally specific organizations to conduct culturally responsive outreach such as networking events and information sessions.</p>	<p>3.40</p>	<p>3</p>	<p>3</p>	<p></p>	<p>2</p>	<p>4</p>	<p>5</p>
<p><b>Directive to state agencies regarding training:</b> State agencies shall ensure training of all management and staff with procurement planning responsibilities and/or conducting duties specific to the implementation of the executive order on the requirements of this Executive Order and implementation of the DAS five year <u>action plan described in paragraph 7(a) of this Executive Order</u></p>	<p>a) <u>DAS Five Year Action Plan:</u> DAS, in collaboration with other state agencies, shall create a five year action plan ("five year action plan") to implement paragraphs 3 to 6 of this executive order over a period of five years. The five year action plan will apply to Executive branch agencies subject to DAS procurement authority. The initial five year action plan is</p>	<p>3.50</p>	<p>5</p>	<p>3</p>	<p>2</p>	<p>2</p>	<p>4</p>	<p>5</p>
<p><b>Directives to state agencies regarding proactive outreach and engagement:</b> In order to advance the policy outlined in paragraph 1 of this Executive Order, state agencies must develop and maintain an agency culture that is inclusive, proactively engages with eligible firms, and engages in proactive community engagement efforts and <u>initiatives to foster trust and partnerships</u>. Accordingly, state agencies are directed</p>	<p>b) <u>Access:</u> Increase agency resources to provide language access (e.g. translation, interpretation, American Sign Language services) as needed to ensure all Oregonians have access to the same level of information and support.</p>	<p>3.60</p>	<p>4</p>	<p>4</p>	<p></p>	<p>2</p>	<p>4</p>	<p>4</p>



# Over Performing

Directive regarding DAS-led Procurement Equity Workgroup: DAS is directed to convene a cross-agency workgroup with a subset of state agencies to implement the recommendations from the ongoing statewide disparity study, as well as to identify additional opportunities to embed equity into state contracting, including but not limited to identifying opportunities to embed equity into Client Services contract scopes of work	Directive regarding DAS-led Procurement Equity Workgroup: DAS is directed to convene a cross-agency workgroup with a subset of state agencies to implement the recommendations from the ongoing statewide disparity study, as well as to identify additional opportunities to embed equity into state contracting, including but not limited to identifying opportunities to embed equity into Client Services contract scopes of work	3.75	4				3	3	5
Directive to state agencies regarding training: State agencies shall ensure training of all management and staff with procurement planning responsibilities and/or conducting duties specific to the implementation of the executive order on the requirements of this Executive Order and implementation of the DAS five year action plan described in paragraph 7(a) of this Executive Order	b) <u>Twice Yearly Reports</u> : DAS shall report back to the Governor's Policy Advisor regarding implementation of the action plan every six months for the duration of the five year action plan time frame.	3.80	4	3			3	4	5
Directives to state agencies regarding embedding an equity lens in all aspects of state procurement processes: State agencies engaged in state procurements are directed to take concrete steps to further the policy outlined in paragraph 1 of this Executive Order, including but not necessarily limited to the following	a) <u>Statement of DEI values</u> : Explicitly include a statement of State's commitment to DEI values in all procurement solicitations.	3.83	4	3	2	5	4		5



# Interesting Points

## Data summary

12/22 in the  
red (54%)

7/22 in  
yellow (32%)

3/22 in green  
(14%)



Some lines had 1's and 5's reported while  
others were more uniform



# Thought Exercise

- What would you like to see in each line to make it more effective?
- Do we need to extend the length of the EO or focus on effective and timely execution?