

The gubernatorial strategy most widely employed by experienced and successful governors is to identify and focus on a limited number of priority issues and pursue them with every available resource and strategically utilizing six key gubernatorial powers — People, Programs, Process, Pulpit, Preparedness and Partnership.

	CAMPAIGN	TRANSITION	FIRST 100 DAYS	GOVERNING
PEOPLE	<p>Compile list of potential candidates for key positions.</p> <p>Prepare a list all positions over which the governor has discretion to hire.</p> <p>Establish a process for appointment decisions.</p>	<p>Prioritize list of key appointments.</p> <p>Select, vet, and announce key positions.</p> <p>Establish "ground rules" for ethics and performance.</p>	<p>Confirm key selections.</p> <p>Select and confirm remaining positions.</p> <p>Establish operational hierarchy and communication channels.</p> <p>Establish clear expectations concerning vision and values.</p>	<p>Conduct performance appraisals of agency management, policy development and implementation.</p> <p>Establish a deliberative process for team building and encourage teamwork.</p>
PROGRAMS	<p>Develop comprehensive "issues" document to guide campaign and post-election activities.</p>	<p>Inventory campaign promises and assign budget staff to cost them out.</p> <p>Establish "issues" working groups to expand outreach.</p> <p>Review revenue forecast and develop process for handling amendments to the budget.</p>	<p>Prioritize issues for action: Report back to "issues" groups.</p> <p>Develop "First 100 Days" document.</p> <p>Develop four-year plan.</p> <p>Develop process for managing day to day operations of governing.</p>	<p>Monitor and require regular progress reports on key priorities and programs.</p>
PROCESS	<p>Develop and execute scheduling, decision-making, communications and reporting strategies.</p>	<p>Perform an in depth review of existing operational processes and modify to suit needs of new administration.</p>	<p>Finalize and disseminate decision-making procedures.</p>	<p>Adhere strictly to established decision-making procedures and information flow processes.</p> <p>Monitor and adjust key processes as necessary.</p>
PULPIT	<p>Simple concise message repeated ad nauseam.</p>	<p>Develop and disseminate "how we will govern theme" with values and ethics statements for administration.</p> <p>Develop a communications strategy linked through every office function.</p> <p>Enhance efforts through social media and outreach with constituency groups.</p>	<p>Consider regular public events and a robust digital strategy to build the "rhythm" of administration.</p> <p>Refine efficient processes for legislative relations and constituent services and link closely with communications.</p>	<p>Develop regular "cycles" around the administration's calendar: state of the state, budget address and post-legislative session.</p> <p>Fully utilize cabinet as surrogates to get out the governor's message.</p>
PREPAREDNESS	<p>Discuss the concerns of residents regarding emergency and disaster response in the various geographic areas of the state.</p>	<p>Make it a top priority during transition to get a briefing from the state emergency response team: emergency management, National Guard and transportation officials.</p>	<p>Conduct a "table top" exercise with your newly appointed cabinet in the Emergency Operations Center (EOC) as a familiarization tool for the team.</p>	<p>Request briefings on the "most likely" scenarios to affect your state.</p> <p>In the event of a disaster, no matter how well handled, always require an "after action" review.</p>
PARTNERSHIP	<p>Jointly determine the role of spouse during the campaign. If willing, fully utilize both partners during the campaign.</p>	<p>Meet with former governors' spouses and families (if applicable, particularly families that had age-appropriate children) to gain insight into their experiences.</p> <p>Meet with executive residence and security staff to convey preferences and priorities.</p>	<p>Determine extent of the spouse's public profile.</p> <p>Develop concept of the spouse's "initiative" (agenda) for the administration.</p> <p>Determine level of staffing devoted to the spouse.</p> <p>Establish a method or system to coordinate the governor and spouse's scheduling operations.</p>	<p>Utilize the spouse's unique convening powers and ability to leverage community resources and support to advance the administration's agenda.</p> <p>Establish regular meetings with executive residence, security and governor's and spouse's scheduling staff to review schedules and priorities.</p>

» Special thanks to **Bill Leighty**, former chief of staff to two Virginia governors, for working with NGA to develop this matrix.