

## TIMELINE

### *TRANSITIONING OUT IN 2022*

#### **Timeline Overview**

- January 2022:
  - Governor appoints a Transitioning Out Director/Lead
  - Legal Counsel advised of role in transition activities
- February/March 2022:
  - Transition Director communicates with Cabinet on transition expectations
  - Transition Director disseminates and explains Agency Transition Templates
- April/May 2022:
  - Governor's office appoints internal lead on office transition and disseminates Governor's Office Transition Template
- July 2022:
  - Governor's team finalizes "to be completed list"
  - Begin process for assisting staff in their own transitioning process
  - Assign staff to assist Governor and Governor's spouse with their personal transitions
- After Primary Election (timing varies by state)
  - Reach out to BOTH primary winners to explain in general terms what information is being pulled together and when it will be delivered and ask if there is additional information the candidates desire for post-general election
- September/October 2022
  - Draft Agency Transition Templates and Governor's Office Transition Template due to Transition Director
  - Transition Director reviews submissions and, if necessary, directs changes or additions by mid-October
  - Each Cabinet Agency finalizes out-going transition team designations to assist incoming administration
- After General Election
  - Reach out to incoming Governor to arrange handoff of transition materials
  - Arrange personal meeting(s) with incoming and outgoing Governors and Spouses

## **Principles**

- Politics has no place in the transition-out process
  - The actions and attitude, positive and negative, of each person in the administration reflects upon the Governor and his/her team
  - Regardless of who wins the election, the state's residents expect and deserve a respectful and professional transition of power
- The Governor is in charge until the new Governor is sworn in; the out-going Governor is responsible for, and controls, the transition-out process
  - A well-defined process must govern who will be responsible for each action, what information will transfer to the new administration and how the information will be communicated
- All transition-out plans and actions also include the Lt. Governor and his/her office
- The bulk of the transition-out work should be completed by election day
  - Briefing books and contacts for follow-up questions and information should be provided to the Governor-elect and his/her transition chair as soon as possible after the election
  - Given that there is much work to be done and the strength of Governor's team may lessen in the final year as staff members move on to new jobs, the transition-out process should begin by January 1 of the year of the election (assuming November election)

## **Transition-Out Structure**

- Governor names a Transition-Out Chair and staff to assist the Chair in overseeing and managing the process
  - Typically, the Chair is a trusted senior official or advisory or staff member that knows the Governor well and has a good knowledge of the state's government processes
  - Staff should focus on the day-to-day details of the transition and assure the plan is being followed
- Each department and agency should recommend to the Chair one or more transition-out coordinators, in addition to the department/agency head
  - The Chair assures that each agency/department has the right people in charge of the process

- Competent legal counsel from within the Governor’s Office, or outside, should advise the Chair and the Governor throughout the process (what information to provide to the Governor-elect, what records to retain in what format, etc.)

### **Transition-Out Process**

- Establish a detailed budget for all transition-out activities
  - May be a combination of state and private funds (if allowed)
- Identify critical decisions and actions that must be taken by the Governor and his/her administration in the final six months of the term
  - This “to do” list should be compiled no later than July 1 of the year of the election
  - Assign a lead person for each item on the list; monitor the list closely to assure progress/completion; recognize that the leads assigned may or may not remain in their positions until the end of the term
- Set clear policies and guidelines on what information is to be saved at each department/agency, what is to be archived and what can be deleted/destroyed (e.g. duplicate copies, etc.)
  - Legal counsel and state records retention experts can provide guidance
  - Determine what can be kept in electronic format and what must be kept in paper format
  - Assign an official to oversee this process
  - Understand FOIA implications
- Detailed briefing books for each department/agency ready to be presented to Governor-elect after the election
  - Overview of the primary functions of the department/agency
  - Organization charts and descriptions of the organizational structure
    - List of positions appointed by the Governor, including functions, terms of office, etc.
  - Overview of the department/agency budget
    - Detailed information on the current budget for each function/program
    - Information on known issues that will likely impact the upcoming budget to be presented by the next administration

- Information on each major issue the department/agency is currently working on or will face in the near future
  - Describe the issues, the steps that have been taken and any key decisions that will need to be made within 3-6 months after the next Governor takes office
- The department/agency coordinators as well as the department/agency heads should personally review all information provided to assure accuracy that the appropriate issues were identified and personal commentary or opinions are not included
- The Chair and transition-out staff should review each book in draft form to assure it contains all the required information in a clear and professional format
  
- The contact information for the Chair, staff and department/agency heads and contacts should be shared with the Governor-Elect and his/her transition chair after the election as these individuals are responsible for further exchanges of information
  - No information should be provided to the incoming administration or transition team without the knowledge and approval of the Governor's team in order to assure timely and clear responses to requests or questions and to prevent inaccurate or inconsistent information
  
- Starting in July of the election year, provide transition support for appointed staff in the departments/agencies and Governor's Office
  - Through the Department of Civil Service (if applicable) or Office of Personnel Management, provide counseling on how to apply for State positions, determine which positions individuals may qualify for, explain the State hiring process, etc.
  - If private funding is permitted and available, may provide outside career counseling and job search services
  - Establish a process for providing job references and letters of recommendation

### **Transitioning Out the Governor's Office and the Governor and First Spouse**

- The Governor and First Spouse will need to meet, and share information, with the next Governor and his/her spouse
  - At a minimum, invitations for one-on-one meetings should be extended after the election

- Further efforts will depend on the willingness and availability of the Governor and the First Spouse
  - Coffee, lunch or dinner with the Governor-Elect and spouse
  - Additional meetings to discuss roles, responsibilities, balancing work and personal lives, etc.
  - Offering a mentor type of relationship before and after the next Governor takes office
- The Lt. Governor will also need to determine his/her willingness to reach out to the Lt. Governor-elect
  
- In addition to the briefing books and follow-up information provided by all departments/agencies, the Governor's Office has additional responsibilities:
  - Identify the records and files that are official state documents that should be kept in the office for the next administration or should be sent to the state archives (e.g. extraditions records and other legal documents)
  - Identify files that the Governor would like to pass on to the next Governor, even if he/she is not required to do so (e.g. files on issues that required decisions soon after the next Governor takes office)
  - Identify files and records that are the Governor's personal papers
    - These should be professionally organized and labeled according to professional archival standards
    - The Governor decides where his/her personal papers will be stored and the terms for releasing the information contained in the papers; a written agreement should be signed with the organization housing the papers
  
- Assign one or more staff members to assist the Governor and First Spouse in their personal transitions
  - Compile a list of items to be completed (e.g., moving personal items from the offices and residences, sharing new contact information with identified personal and professional contacts, etc.)
  - If needed, set up and staff a transition office in a state or state funded facility in accordance with budgetary and statutory provisions