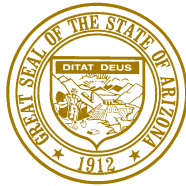


**JANET NAPOLITANO**  
Governor



**WILLIAM BELL**  
Director

**ARIZONA DEPARTMENT OF ADMINISTRATION**

OFFICE OF THE DIRECTOR

100 N 15<sup>TH</sup> AVE, SUITE 401  
PHOENIX, ARIZONA 85007  
(602) 542-1500

April 7, 2008

Dear Cabinet Members:

Thank you for your efforts to defer hiring activity and hold positions vacant. As a result of the hiring freeze, we are realizing a decrease in the size of the State's workforce.

Many agencies have requested and received an exemption from the hiring freeze for specific classifications or positions that are vital to and directly involved in providing for the health or safety of the public, the collection or investment of state revenues, or are mission critical. Nonetheless, Cabinet agencies need to re-assess every position as it becomes vacant, even positions exempted from the hiring freeze, and determine if filling the position is absolutely necessary or if it could be left vacant without jeopardizing the public's health, safety or state revenues.

In addition, we are asking all agencies to review and evaluate all expenses for the use of consultants and other contracted resources to perform work functions that could otherwise be performed by state employees. Shifting fiscal resources from employees to contractors, does not conform to the spirit of the hiring freeze and does not help relieve the budget crisis. The use of consultants and similar resources in all situations should be reviewed and curtailed during this budget crisis.

The Governor has asked the Arizona Department of Administration to monitor and provide her office with weekly reports of hiring activity in the agencies, the resulting size of the workforce, and other activities associated with the implementation of the hiring freeze.

Thank you for your cooperation.

Sincerely,

A handwritten signature in blue ink, appearing to read "W. Bell", written over a light blue circular stamp.

William Bell  
Director