



STATE OF ARIZONA
OFFICE OF THE GOVERNOR

DOUGLAS A. DUCEY
GOVERNOR

EXECUTIVE OFFICE

November 12, 2018

Governor,

Four years ago next Wednesday you asked me to serve as your chief of staff. I had not expected the opportunity. A few days later when I accepted your invitation to serve I harbored a few quiet doubts about my ability to measure up. Those doubts were balanced by the confidence that if I knew anything about taking on a role such as this, it is that I knew how to work hard. I had also learned in previous leadership roles that my stubborn nature allows me to never give up in the toughest of situations and persevere when others shrink from the fight.

Four years later, I can say unreservedly that I worked almost unceasingly and toughed out the toughest of situations. In short, I left it all out on the field. I have exhausted myself in a good cause and a work worth doing. I take great satisfaction in the record of accomplishment over the last four years, and even greater satisfaction in the validating victory you enjoyed last Tuesday night. Were it possible for the voters to understand everything you have done for our state these four years the margin of victory would have been even larger. It's been an honor to serve under you and be a part of it.

You have placed great trust in me, this is perhaps best signaled by the autonomy you have given me. This trust has allowed our method of communication to become so nearly seamless that often you need not communicate your wishes as I already know them. But in this instance I feel it necessary that the unspoken understanding be spoken, if for no other reason than to express my gratitude to you.

I have determined over the course of the last many weeks that the time has come for me to move on, regardless the outcome of the elections. There is no specific event or issue that brought me to this conclusion, and I have no complaints. I have only a gut feeling that now is the time.

I have no specific plans in place for what comes next for me. I am mindful of your expressed desire that part of your legacy be akin to Mitch Daniel's legacy, in that his alums remain important Indiana leaders. I will be attempting the Arizona version of this from the private sector. I'll put some time on your schedule to receive your input. After four years in this role, and learning from you, I feel that my skills and abilities are at their peak and I hope to put them to beneficial use.

I also want you to know that I care deeply for your team, and I think they know it. They are a big reason why being your chief of staff is the best job in the country. In addition to being incredibly talented, they are fun, and we share many indelible memories and experiences. Their daily association will be among the things I will miss most when I leave the ninth floor.

I hope you will allow me to remain at your side as a source of counsel and assistance, both in the near term and the long term, and for whatever you do next. I have plenty of gas left in the tank.

Thank you again Governor, for your mentoring, your trust in me, and most of all for your friendship. It means the world to me.

Sincerely,

A handwritten signature in black ink, appearing to be 'Kirk', written in a cursive style. The signature is positioned above the printed name 'Kirk'.

Kirk

P.S. I'll remain flexible as to the exact date of my departure and will stick around as long as you need to assist with the transition. I have booked a family trip to New Zealand on December 22nd so I'd like to be largely wrapped up by then. But again, I'll remain flexible to your needs.