



Alabama Law Enforcement Agency

## Driver License Budget Reduction Response Plan

The ALEA Licensing Division operates 75 district and field offices throughout the state that annually serve more than 600,000 Alabama Citizens. This document provides an outline for the systematic closing of most of these offices necessary to improve efficiency under current budget restraints, and further comply with the impending reductions of approximately 47% in the ALEA operations budget. ALEA will attempt to maintain its statutory obligation of issuing the state driver license and non-driver identification cards, and managing the state driver license operation, while balancing its ability to competently and effectively serve the citizens of Alabama. Ultimately, however, to operate at the proposed funding level, ALEA will be required to eventually consolidate all statewide field operations in to three centralized locations. A three-phase approach has been developed that should allow for a controllable adoption of the overall plan. Each step is outlined below.

Please note that the decision to complete each phase of this plan will have significant social, political and economic ramifications well beyond the singular cost savings in the state budget. While such effects may be minor with the initial phase, to complete implementation of this plan will have a catastrophic effect on the entire state. It is doubtful that ALEA could implement Phase III without considerable infrastructure upgrades to handle the entire volume of citizens that would be forced to rely solely on the three remaining licensing offices. Further, should this plan or parts of this plan be initiated and a later mandate to restore services is ordered, the reinstatement and sustainability costs will be significant.

### Closure Phases

#### Phase I

1. **Goal:** Implement immediate steps to improve efficiency. This phase focuses on offices that operate part-time, serve a smaller, rural population (under 2000 issuances per office annually) and require significant travel of personnel that can be better utilized if centrally assigned.
2. **Steps:**
  - a. On Wednesday, September 2, 2015, a media campaign will be initiated to fully inform the public of upcoming changes in service locations, and providing guidance as to where necessary services may be obtained, including implementation of an interactive online location closure map.
  - b. On Monday, September 7, 2015, thirty-three (33) smaller offices across the state will be closed. Personnel and equipment assigned to these offices will be reassigned to the remaining District Offices. Continuous media releases, accompanied by signage at the closed offices, will redirect customers to the nearest remaining district office. (See appendix for list of closures)
3. **Fiscal Effects:** The media campaign expenses should be minimal as ALEA will utilize press releases and in house printing. No ALEA personnel will be laid-off; license examiners will report for duty at the nearest district office, which is typically their home office. Travel expenses, mileage, and per diem costs will be reduced in this phase since examiners will not be required to report to outlying offices. Closures in this phase will facilitate the elimination of network connectivity and telephone service requirements, reducing expenditures by approximately \$350,000 annually. Equipment removal from closed offices will be accomplished by existing staff and reallocated to remaining facilities or placed into storage at minimal cost to the agency.

DEFENDANT'S  
EXHIBIT  
**133**

[Date]

1

**4. Employee Displacement: None****Phase II**

1. **Goal:** Consolidate remaining field offices into the twelve (12) remaining district offices and prepare for Phase III. This phase essentially closes all local offices that currently only provide basic driver license services (e.g., general issuance, driver testing, XXXX, etc.). The remaining offices are considered full service and offer all basic services, plus commercial driver license skills testing, STAR-ID, reinstatement, crash reports and driver history records.
2. **Steps:**
  - a. On Monday, September 21, 2015, a media campaign will be initiated to fully inform the public of upcoming changes in service locations, and providing guidance as to where necessary services may be obtained.
  - b. On Thursday, October 1, 2015, twenty-nine (29) offices across the state will be closed. Customers will be redirected to the nearest District Office providing these services. Personnel and equipment will be transferred to the nearest remaining District Offices. Twelve (12) offices statewide will remain open. The media campaign will continue to ensure full public awareness of where services can be obtained. (See appendix for list of closures)
3. **Fiscal Effects:** The media campaign expenses should remain as minimal costs as ALEA will continue to utilize its press office and in house printing. The additional office closures will not result in lay-offs of personnel, however the additional commute distances may result in staffing reductions due to attrition. The number of potential resignations cannot be predicted, but is estimated at twelve (12). Any losses will reduce salary and fringe benefit expenditures, however this savings will be offset by separation costs. Travel expenses, mileage and per diem cost will be further reduced in this phase. An additional savings of approximately \$350,000.00 will be experienced through further reductions to telephone and network connectivity. As with phase two, equipment removal from closed offices will be accomplished by existing staff and reallocated to remaining facilities or placed into storage at minimal cost to the agency.
4. **Employee Displacement:** Approximately 10-12 staff

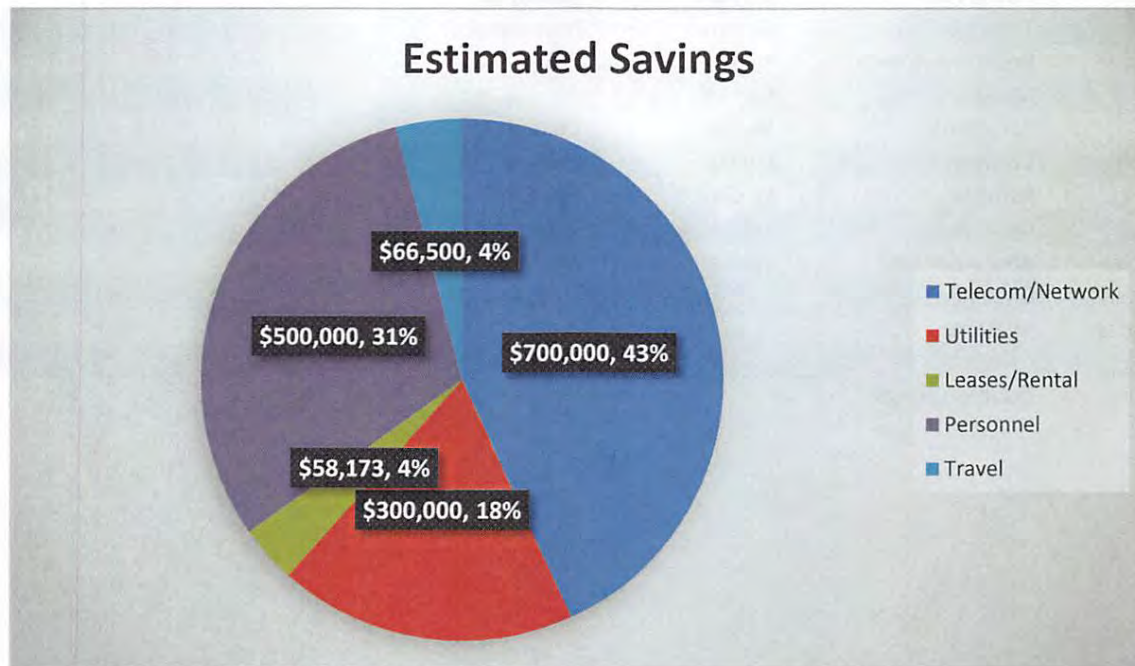
**Phase III**

1. **Goal:** To centralize all statewide driver licensing operations into three (3) regional locations. The three remaining offices are currently the largest driver license operations centers and are positioned to best handle the substantially increased influx of citizens seeking assistance.
2. **Steps:**
  - a. On Tuesday, December 1, 2015, a media campaign will be initiated in an effort to fully inform the public of upcoming changes in service locations, and providing guidance as to where necessary services may be obtained.
  - b. On Monday, January 2, 2016, nine (9) additional offices will be closed leaving four (4) primary locations offering comprehensive driver license services statewide. These offices will be appointment only services.



3. **Fiscal Effects:** The media campaign expenses should remain as minimal costs as ALEA will continue to utilize its press office (much media coverage should be expected) and in house printing. Two large district offices which are located in leased facilities will be closed. Upon termination of obligations for payments on these leases, a net savings of \$57,476.00 annually will be realized. Approximately twenty-two (22) employees assigned to these offices will be offered employment at other ALEA facilities, however, the necessary commutes are likely to result in resignations. Salary and benefit expenses will be reduced, but again, separation costs will likely offset any savings in the current fiscal year. Due to the consolidation of driver license functions into only twelve (12) district offices, travel expenses, mileage, and per diem costs will be virtually eliminated. Salary and benefit reductions due to resignations cannot be predicted in advance.
4. **Employee Displacement:** Approximately X staff

Expense	Estimate Savings
Telecommunications & network connectivity	\$700,000
Travel, mileage & per diem	\$66,500
Leases & rentals	\$58,173
Utilities	\$300,000
Personnel	\$500,000
Total	\$1,624,673





## APPENDIX – Offices Slated for Closure

Phase I (33 offices)		Phase II (29 offices)		Phase III (9 offices)	
County	City	County	City	County	City
Baldwin	Bay Minette	Autauga	Prattville	Calhoun	Jacksonville
Bibb	Centreville	Baldwin	Foley	Colbert	Sheffield
Bullock	Union Springs	Baldwin	Fairhope	Conecuh	Evergreen
Butler	Greenville	Barbour	Eufaula	Dallas	Selma
Chambers	Lafayette	Blount	Oneonta	Houston	Dothan
Cherokee	Centre	Chilton	Clanton	Lee	Opelika
Choctaw	Butler	Clarke	Grove Hill	Madison	Huntsville
Clay	Ashland	Coffee	New Brockton	Morgan	Decatur
Cleburne	Heflin	Covington	Andalusia	Tuscaloosa	Tuscaloosa
Coosa	Rockford	Cullman	Cullman		
Crenshaw	Luverne	Dale	Ozark		
Escambia	Brewton	DeKalb	Ft. Payne		
Fayette	Fayette	Elmore	Wetumpka		
Franklin	Russellville	Escambia	Atmore		
Geneva	Geneva	Etowah	Glencoe		
Greene	Eutaw	Jackson	Scottsboro		
Hale	Greensboro	Jefferson	Bessemer		
Henry	Abbeville	Limestone	Athens		
Lamar	Vernon	Marengo	Linden		
Lawrence	Moulton	Marshall	Guntersville		
Lowndes	Hayneville	Marion	Hamilton		
Macon	Tuskegee	Monroe	Monroeville		
Madison	Redstone Arsenal	Pike	Troy		
Perry	Marion	Russell	Phenix City		
Pickens	Carrollton	Shelby	Columbiana		
Randolph	Wedowee	Shelby	Pelham		
St. Clair	Ashville	St. Clair	Pell City		
Sumter	Livingston	Talladega	Talladega		
Tallapoosa	Alexander City	Walker	Jasper		
Tallapoosa	Dadeville				
Washington	Chatom				
Wilcox	Camden				
Winston	Double Springs				