



Julie L. Jones: Executive Director

Special Anniversary Issue

OUR MISSION

Providing Highway Safety and Security Through Excellence In Service, Education and Enforcement.

OUR VISION

A Safer Florida!

OUR VALUES

We Believe In:

SERVICE
by
exceeding
expectations;

INTEGRITY
by
upholding the highest
ethical standards;

COURTESY
by
treating everyone
with dignity and respect;

PROFESSIONALISM
by
inspiring confidence
and trust;

INNOVATION
by
fostering creativity;

and

**EXCELLENCE IN ALL
WE DO!**

Celebrating 40 Years of Highway Safety in Florida

From the Executive Director

Proud Past, Bright Future. If we pause long enough to let these words sink in, we realize that they mean so much more to this Department than most of us ever imagined. These words represent the dedication and hard work of those who have come before us, and they represent the hopes and challenges of those to follow.

Throughout the past year we have celebrated two significant milestones: The 40th Anniversary of the Department and the 70th Anniversary of the Florida Highway Patrol. DHSMV's Anniversary celebration has focused on the theme: *Yesterday, Today, and Tomorrow – Celebrating 40 years of Excellence.* We have celebrated our proud past by honoring the many achievements and innovative thinking of the members who came before us – those members who established the legacy of excellence and shaped the Department into the organization that it is today. This Anniversary Edition *Expressways* is specifically designed to share the special occasion with our readers. I hope you find it both informative and entertaining while you take a tour through time.

As Executive Director, I have the privilege and responsibility to lead the Department. It is a challenge that I approach humbly

and with great respect for those who have preceded me. Since my appointment by the Governor and Cabinet, I have had the honor of being a part of an amazing team of people who are committed to our mission and vision. We are truly a team – One DHSMV.

We interact with tens of thousands of people each day in our service, education and enforcement efforts, and our actions have far reaching positive effects on the residents and visitors in our state. We have the unique opportunity to make someone's day a little brighter and a lot safer (often without them ever knowing it)!

As the Department embarks upon a new chapter in an already seasoned history book, we know that new challenges await us on the road ahead. Our future successes will depend on our ability to foresee the needs of tomorrow's motorists and to approach our work with a sense of urgency. We will continue to

dedicate ourselves to our mission with the same pride of those who came before us.

I hope you enjoy reading this special edition of *Expressways*. Congratulations DHSMV – and Happy Anniversary!

Julie L. Jones

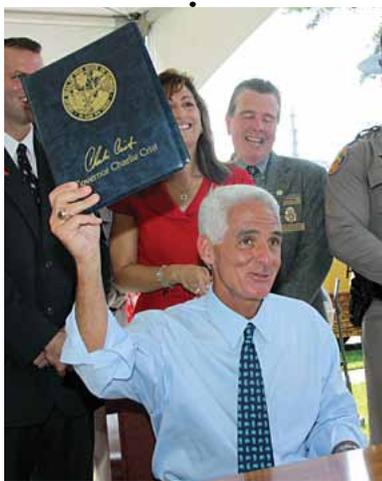


Julie L.
Jones

Executive Director

A Step Back in Time

On July 1, 1969, numerous state government agencies reorganized, including the Department of Public Safety and the Department of Motor Vehicles. A merger of the two organizations resulted in the creation of a strong and vibrant entity – the new Department of Highway Safety and Motor Vehicles. Col. H. Neil Kirkman, who as the first appointed Commander of the Florida Highway Patrol in October 1939, was appointed as the first Executive Director of the new Department by Gov. Claude Kirk and the Cabinet. He retired on Feb. 11, 1970 – his 78th birthday.



On June 16, 2009, Gov. Charlie Crist toured our headquarters in Tallahassee and signed Senate Bill 1100 into law, which reenacted the Department as a state

agency. During that time, our members showcased some of the great things that we are doing today, and took us back in time with displays that demonstrated our journey through the decades.

Members across the state participated in the special day by wearing red because the ruby gemstone symbolizes the 40th anniversary. The red stone embodies an eternal, inner flame that signifies not only life, but also a strength that has withstood the test of time. Many members also wore platinum to signify FHP's 70 years of *Service, Courtesy, and Protection*.

Throughout the decades, the DHSMV has demonstrated an innovative and creative approach to customer service and a strong commitment to excellence.

EXPRESSWAYS

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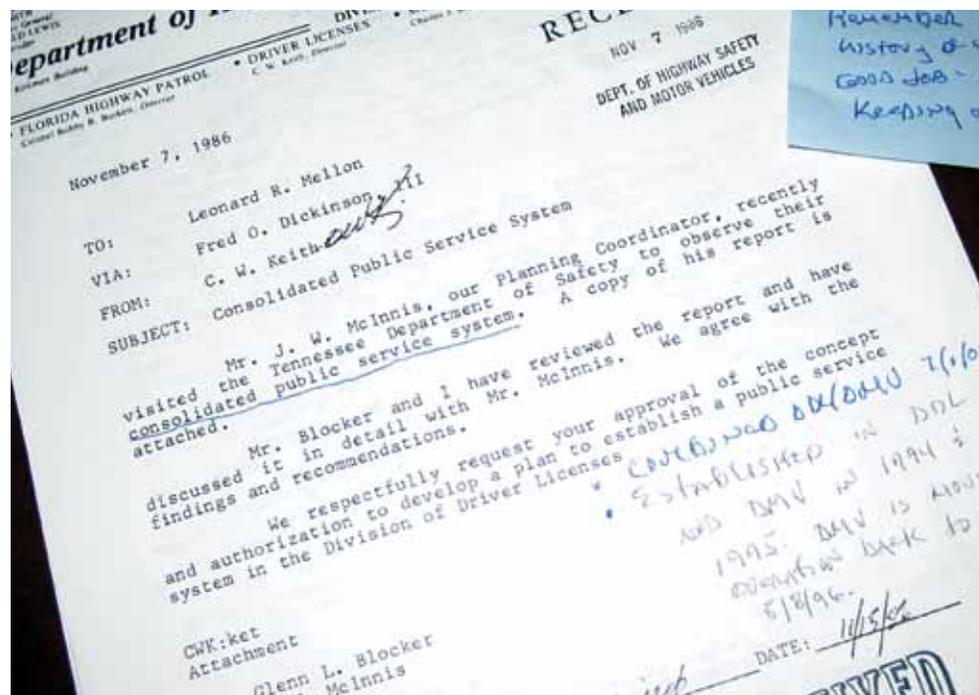
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In 1986, Driver License Director C.W. Keith wrote then Executive Director Leonard Mellon a memorandum detailing a visit with the Tennessee Department of State to observe their "consolidated public service system."

In the memo Ken said, "We respectfully request your approval of the concept and authorization to develop a plan to establish a public service system in the Division of Driver Licenses."

This ultimately became the Driver License Customer Service unit. And in 2000, it evolved again to the Customer Service Center we have today. The Driver License and Motor Vehicle call centers were combined under Janet Dennis, Customer Service Manager. Then Deputy Executive Director Joe McCaskill passed on the historic memo from Keith to Janet with a note, "Just so you can remember the history of your shop. Good job, keep on keeping on."

For the full story on the history of the call centers, see page 5.

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History of the Florida Highway Patrol

On Nov. 23, 1931, under the administration of Gov. Doyle E. Carlton, at the request of the Chairman of the State Road Department, Attorney General Cary D. Landis ruled it shall be the duty of the State Road Department to maintain the state roads and enforce the laws enacted to preserve its physical structure. As a result of the ruling, the road department hired 12 weight inspectors who it placed under the supervision of the division engineers. This was the beginning of state law enforcement in Florida.

In January 1934, under the administration of Gov. Dave Sholtz, a Division of Traffic Enforcement was created as a result of an Attorney General's opinion indicating the division could enforce the motor vehicles laws. E. A. Shurman was appointed Traffic Inspector. The division members wore a distinctive military style uniform, forest green in color.

In July 1936, Chairman C. B. Treadway appointed U.S. Army Maj. H. Neil Kirkman to Chief of the State Road Department's Traffic Division because of his experience in the Armed Forces associated with traffic and his background in engineering. Kirkman supervised construction of the Palatka Memorial Bridge over the St. Johns River.

When Fred P. Cone was elected Governor in 1937, as an economic move, he abolished the traffic enforcement division of the State Road Department even though it performed a valuable service to the citizens of Florida.

The American Legion and the Jaycees strongly supported the idea of establishing a highway patrol to serve the needs of motorists. Richard (Dick) W. Ervin was the attorney for the State Road Department and his supervisor was Arthur B. Hale, Gov. Cone's Chairman of the State Road Department.

Chairman Hale authorized Mr. Ervin to prepare legislation to create a Department

of Public Safety with a highway patrol division and a driver license division, and lobby its passage in the 1939 Legislative Session. Richard Ervin authored the legislation creating the Department of Public Safety and the Florida Sheriff's Bureau, which paved the way to create the Florida Department of Law Enforcement. Mr. Ervin contacted H. M. Fearnside, a state representative from Palatka and Putnam counties. Fearnside agreed to introduce the legislation and work for its passage.

In 1939, the Florida Legislature created the State Department of Public Safety with two divisions: the Florida Highway



and each year thereafter the salary would be increased \$120 a year until a maximum of \$2,000 a year was reached.

Funding to operate the Department was to come from the sale of driver licenses. In order to get started, the Legislature transferred funds from the General Revenue to a State Driver License Fund for a period of 90 days to carry out the provision of the Act until the Department could repay the funds through the sale of driver licenses, which cost \$.50 for an operators license and \$1 for a chauffeurs license.

Patrol and the Division of State Motor Vehicle Drivers Licenses, under the control of Gov. Fred P. Cone and Chairman of the State Road Department, Arthur B. Hale.

The legislation authorized 60 officers to patrol the public highways and to enforce all state laws, regulating and governing traffic, travel and public safety upon the public highways. The patrolmen had full police power to bear arms and to arrest persons violating the law. The beginning salary was \$1,500 per year for a highway patrolmen

Today, the Florida Highway Patrol operates with more than 1,500 men and women as sworn officers and a civilian staff of more than 450. Our troopers are responsible for traffic enforcement, crash investigations, drug interdiction and safety education. They are outfitted with state of the art equipment, such as the TASER, mobile data terminals and digital radios, all designed to make their working environment as safe as possible while patrolling the roadways of Florida.

Timeline

Where We've Been...

History of the Driver License

Prior to 1939, Florida had no driver licensing program. For some years after the invention of the horseless carriage, any person, regardless of his age or his physical or mental capability, was free to operate over the highways of the state so long as he observed a few rules and did not drive intoxicated. Driving at that time was not a problem as far as traffic was concerned due to the small number of automobiles.

As time marched on more people purchased automobiles and by 1939, there were 532,336 automobiles registered in the state, some of which were capable of doing 100 miles per hour. The public roads were expanded and improved, and there was a pressing need for a more effective method of keeping dangerous, incompetent drivers off the public roads. To meet this need, the Florida Legislature in 1939 enacted a modified version of the Uniform Driver's License Act. The law required everyone to obtain a driver license if they intended to drive, but without any kind of examination being given.

In 1941, the legislature made the driver licensing law more effective and provided an examination program; however, it wasn't very effective until 1946, when Col. H.N. Kirkman, director at that time, began to recognize its importance and consequently started pushing it ahead. In 1941, 30 highway patrolmen were selected to give driver license examinations in addition to their other duties. As the program developed, the director saw the need for civilian examiners, and today there are five field services bureaus consisting of 85 state issuance offices throughout the state of Florida who conduct and administer driver license examinations.

In 1970, driver license issuance transferred from the county judges to the Division of Driver Licenses. Under central issuance, temporary driving permits were issued in the field offices and all driver licenses were issued by computer from Tallahassee, Fla., and mailed to the licensees.

In 1973, centralized issuance ended and on Dec. 3, 1973, the field offices issued the first color photographic driver licenses. Florida was the first state in the nation to

issue instant licenses with a negative film file. This permitted Florida to issue the licenses while the applicants were in the field offices and still maintain central control.

In 1981, the Division of Driver Licenses began to issue Valid In Florida Only driver licenses to persons who retained an out-of-state driver license due to their part-time residence or employment in the other state.

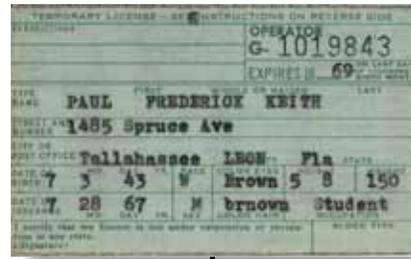
In 1995 the division began issuing digital driver licenses on credit card stock with magnetic stripes.

The driver license is no longer only used to promote and maintain the highest possible driving standards on the streets and highways in Florida through strict qualifying examinations applied statewide, and through working to improve driving performance of drivers whose records indicate that they are sub-standard risks. A driver license has become a gold standard of identity. It allows people to establish identities and do everyday things such as opening bank accounts or boarding planes. This is becoming more so as Florida embarks upon a new milestone to issue the FLORIDA CARD to

comply with the REAL ID Act of 2005.

REAL ID is a nationwide effort to improve the integrity and security of state-issued driver licenses and identification cards, which in turn will help fight terrorism and reduce fraud. Florida already has met most of the requirements and is on track to begin issuing Real ID compliant licenses and ID cards by no later than Jan. 1, 2010. Federal agencies will continue to accept unexpired Florida driver licenses or ID cards for official purposes until Dec. 1, 2014, for individuals born after Dec. 1, 1964, and Dec. 1, 2017, for everyone else. One of the biggest impacts to customers will be that they will need a REAL ID compliant driver license to board aircraft if they want to use their driver license as identification.

To obtain a REAL ID compliant driver license in Florida, customers will need to show proof of: 1) identification, 2) Social Security number and 3) residential address (two items). The Department launched GatherGoGet.com in August 2009 where customers can find out more, such as when a customer will need to visit a driver license office next and what documents one should bring.



1969 The Departments of Motor Vehicles and Public Safety combined.

1969 Verline Burkett is hired as the first Clerk Examiner to assist with conducting inside examinations. Her salary is \$381 a month.

1970 Applicants under the age of 18 are required to complete a driver education course in order to get a driver license.

1971 License expiration is based on the first letter of the last name and even/odd year of birth.

1972 The first computer terminals are installed in headquarters for on-line record inquiries.

1973 The Bureau of Mobile Home and Recreational Vehicle Construction was created.

1974 The even/odd year expiration system ends. License expiration is on the last day of the licensee's birth month.

The Evolution of Call Centers at Highway Safety

Department of Highway Safety and Motor Vehicles phone centers have a long and varied history.

The Department has been answering phone calls for 40 years, but in various ways.

The Division of Motor Vehicles has had a call center for title and registration questions since 1996, while the Division of Driver Licenses handled phone calls by Bureau.

Driver license callers would have to call the Bureau of Driver Improvement if their license suspension related to a point suspension, habitual traffic offender or DUI. They had to call Bureau of Records or Financial Responsibility for other issues.

In 1986, Driver License Director C.W. Keith wrote then Executive Director Leonard Mellon a memorandum detailing a visit with the Tennessee Department of State to observe their "consolidated public service system."

In the memo Ken said, "We respectfully request your approval of the concept and authorization to develop a plan to establish a public service system in the Division of Driver Licenses."

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Service Center we have today. The Driver License and Motor Vehicle call centers were combined under Janet Dennis, Customer Service Manager. Then Deputy Executive Director Joe McCaskill passed on the historic memo from Keith to Janet with a note, "Just so you can remember the history of your shop. Good job, keep on keeping on."

Laverne Hill, now supervisor of a team of CSC analysts, said the Division of Motor Vehicles had a public assistance phone center for as long as she can remember. She became supervisor of the unit in 1994 and remembers that each analyst did their own research and call backs. Much different from today where research takes less time due to the amount of information available online and advancements in other

technical resources. When the research is received, the supervisor group within CSC calls the customer back.

Ellen Rommel, now a consultant in the CSC, remembers the days when she was a phone analyst in the Bureau of Financial Responsibility. There were about 12 folks answering phones, and they used big paper manuals and it took six months or longer to learn those manuals.

Becky Reeves, CSC analyst, started in Bureau of Driver Improvement in 1989 and was a part of the merger of the Driver License bureaus into Customer Service. "I had to learn Processing and Issuance," she

with how far we've come."

Today, faxes are logged in to the record within an hour or so of receipt and worked within two business days maximum.

Laverne Hill said there was no way to know who the customer had spoken to before and if they called a second time, the analyst answering the phone had to start all over from the ground up—ordering the research again and calling the customer back after receiving and analyzing it.

Gradually during the course of time, the CSC has installed technology that helps members serve more customers—by getting information to the analysts faster, and

providing automated service to customers.

Now a customer can get service in several ways:

- Dialing (850) 617-2000 allows the customer to enter the driver license number, VIN or title number, Financial Responsibility case number or Social Security number.

The automation may specify information relating to that record if it's a simple issue. More complex issues are routed to the queue for the next analyst who has a high skill level on that issue. And when the analyst answers the call, their computer immediately begins pulling up the related record which the customer entered earlier.

- Similarly, customers can use the Driver License Check and Motor Vehicle Check on the agency's website to receive information relating to their records. Perhaps avoiding the need for a phone call.

In 2008, the Customer Service Center answered 1.2 million calls with an average wait time of a slightly more than four minutes. The calls continue to grow, and the CSC continues to bring all our mental and physical fortitude to finding ways to continue to serve more customers with existing resources.

If we look back on the Customer Service Center of 2009 in 40 years, who knows the changes we'll see?



Becky Reeves



Ellen Rommel



Orena Bell



Laverne Hill

said. "There were training classes for all of us, and we did a lot of running to each other for help."

The Expert system is software designed specifically for the call center. It includes information directly from the Driver License or Motor Vehicle record, as well as a knowledge base and an activity log for comments on each call taken.

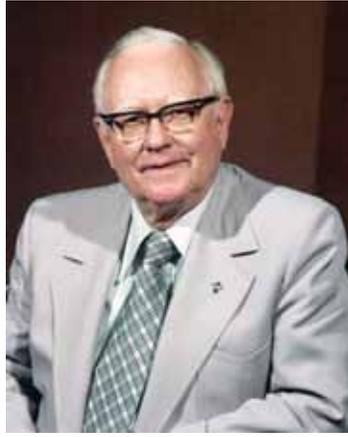
"This really turned things around," Rommel added. "Before this there were no logs or tracking of the prior phone calls—no way to know who the customer had spoken with before, or what had been said. Faxes were stacked high and we daily had to weed through them to find the fax from a persistent customer who needed his record cleared immediately. I'm really impressed

Former Executive Directors



**Col. H. N.
Kirkman**

*August 1969 –
February 1970*



**Ralph
Davis**

*March 1970 –
September 1978*



**Chester
Blakemore**

*September 1978 –
August 1982*



***James W.
York**

*July 1982 –
October 1982*

** Interim*



**Robert A.
Butterworth**

*November 1982 –
June 1984*



**Leonard R.
Mellon**

*July 1984 –
February 1992*



**Fred O.
Dickinson, III**

**February 1992 – June 1992
June 1992 – March 2007*

** Interim*



**Electra
Theodorides-Bustle**

*March 2007 –
September 2009*



Division of Administrative Services, Fiscal, April 1977

Florida Licensing on Wheels: A Progressively Innovative Technology

Nineteen Eighty-Eight was a good year. Die Hard appeared on the silver screen. The world saw the first woman to preside over a dominantly Islamic state with Benazir Bhutto becoming the Prime Minister of Pakistan. The Netherlands became the second country to obtain Internet access. Sonny Bono was elected mayor of Palm Springs, Calif. Perhaps most importantly of all, the Department mobilized its first Florida Licensing On Wheels.

The first FLOW mobile was a renovated 1972 school bus that the Florida Highway Patrol had used for the previous 16 years to transport recruits at the academy. When the Division of Driver Licenses received it, it had less than 17,000 miles on its odometer. PRIDE, a prison industries program, retrofitted the bus for \$20,000. Inmates literally transformed the school bus into a mobile driver license office, offering all of the amenities of a standard driver license office in the convenience of a bus. The first FLOW carried cameras, license laminators, eye testers, typewriters and wheelchair lifts. A digital cellular phone linked the portable computers on the buses to the driver history database located in the Neil Kirkman Building in Tallahassee (impressive for 1988!)



During the next few years, the Department created three more FLOWs. Hillsborough, Lee and Dade county school districts donated school buses scheduled for surplus in exchange for assigning the FLOWs to their counties. Inmates through PRIDE, retrofitted these buses, too, for approximately

\$24,000 each. The Department funded the first FLOWs from its operating budget. Over the course of the next decade, DHSMV used the FLOWs to provide hurricane and natural disaster relief around Florida, as well as services to Floridians at community events.

Fast forward to 1999... The Department was aware of the ever-increasing popularity of the FLOWs. There was one drawback to this: the FLOWs were too large to serve in small locations or to participate in indoor events. The Department knew that with the technological advancements that there had to be another option to offer convenient services at the smaller venues and indoor events, which is what led to the in-



vention of the Mini-FLOW. The Mini-FLOW first began as a van that carried two steel cabinets on wheels, which held laptops to issue driver licenses. Shortly after the turn of the century, the Department fine-tuned the Mini-FLOW by fitting each cabinet to hold two smaller computers and a photo printing system. With six Mini-FLOWs located around the state, the technology offers the ability to bring the Department's services to places frequented by numerous people, such as senior centers, nursing homes, high school classrooms, courthouses and shopping centers.

In 2005, the Department obtained five new buses custom built for issuance purposes. The buses replaced the older FLOWs that had served their purpose well for many years. The new FLOWs are completely self-contained, having the option to run off of a power supply or a diesel generator. Instead of connecting to the Internet via



a dial-up connection, the units now have the option to connect to the Internet via wireless, cable or satellite. The options have increased the FLOWs' mobility by allowing a stronger, faster connection in virtually any location in the state.

The Department places a high value on customer service. It is our goal to provide such service in a way that is accessible to all. Offering 11 mobile licensing units dramatically aids the Department in meeting and exceeding this goal. Not only do they equip the Department to respond quickly to natural disaster sites, but also staff can offer emergency pass credentials to those working at the sites of a regional or national disaster. FLOWs bring both driver license and motor vehicle services to community events that assist special populations, such as the homeless, senior citizens, and inmates re-entering society. The Department married creativity with technology to bring motorist services directly to customers. No one knows what the future holds, but one thing is for sure - we will go with the FLOW!



- 1979** Florida Real-time Vehicle Information System was approved by the Legislature.
- 1983** Organ donor information is included on the driver license.
- 1985** The Bureau of Motor Carrier Services was created.
- 1985** DHSMV installed its first personal computers in DDL AND FHP with a dot-matrix printer.
- 1985** Two Express Renewal facilities are opened in Eckerd drug stores in Pinellas County.
- 1986** Mandatory seat belt law enacted. Florida becomes the 26th state to enact such legislation.
- 1986** Florida joined the International Registration Plan (IRP).
- 1986** June, first specialty license plate, 'Challenger' was signed into law.

Rebuilt and Assembled from Parts Vehicle Inspections

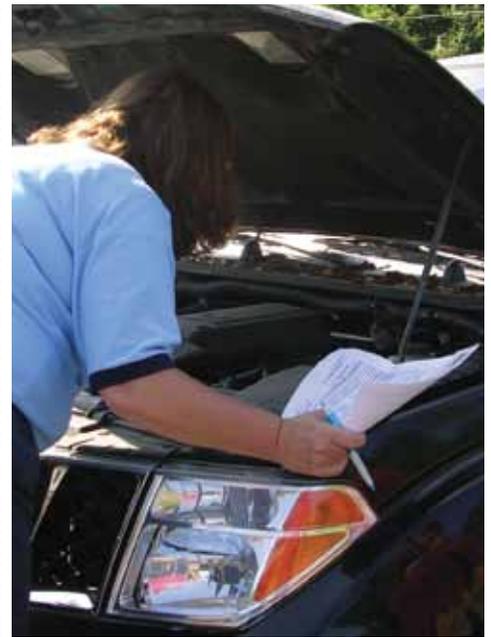
In 1991 the Division of Motor Vehicles field offices began inspections of all rebuilt, assembled from parts vehicle inspections, as well as the review of documents to identify the vehicles and the parts. These inspections are done to identify stolen vehicles and establish the true identity of vehicles as well as to identify vehicles that are missing the public vehicle identification numbers. These inspections also insure the proper branding of vehicles. In 2002 the regional offices started issuing titles in our field offices for all of the vehicles we inspect to provide faster service to our customers. It should be noted that in 1991 when we first started this process there was a significant reduction in vehicles being issued rebuilt or assembled from parts titles because when we had both the documents and vehicles we were able to identify stolen vehicles and parts much more often. Law enforcement is quick to recognize the work we do in helping to reduce auto theft.

All Bureau of Field Operations' regional offices, to including most sub-offices, inspect vehicles rebuilt and assembled from parts. Bureau Compliance Officers examine the motor vehicles to identify the vehicle and all major component parts. Prior to inspection, the dealership or vehicle owner must submit extensive paperwork

for review that includes the title or salvage title, applications for the title, a builder's statement, bills of sale, receipts for major components and pictures of the vehicle in its wrecked condition.

When the initial paperwork is received compliance examiners review the paperwork for accuracy and run the identification numbers on all major component parts through the National Insurance Crime Bureau to ensure that the vehicle or its parts are not stolen. If the vehicle passes inspection, a rebuilt decal or assembled from parts identification number is placed on the vehicle to identify the vehicle as rebuilt or assembled from parts. At that point, the regional office usually issues the title to the customer. Once branded, that brand will remain with the vehicle for the remainder of its use. Additional vehicle brands that must be listed on a title include flood vehicle, police, taxicab, replica, kit car, glider kit, and short-term lease and nonconforming vehicle. Anyone selling a branded vehicle is required to notify the purchaser, in writing, of the brand.

Pictured, is Compliance Examiner Ann Marie Totten, from the Region 4, Division of Motor Vehicles, Bureau of Field Operations, conducting vehicle inspections on rebuilt vehicles.



1988 Kirkman Data Center provided the computer and programming resources necessary for the State Division of Elections to accumulate vote totals statewide on election night.

1991 Tax collectors across Florida began sending title applications to Tallahassee electronically, without paper, without diskettes, without delay.

1992 The Bureau of information Systems changed its name to Information Systems Administration.

1988 Begin requiring proof of PIP insurance before a vehicle can be used on a road test.

1989 Examiners are allowed to wear shorts, not more than one inch above the knee.

1991 The Bureau of Titles and Liens and the Bureau of Registration Services merged to create the Bureau of Titles and Registrations.

History of the Office of the General Counsel

When Attorney Supervisor Mike Alderman – still with us - joined the Department's Legal Office in 1978, there were only two other attorneys, General Counsel Edwin Strickland and Assistant General Counsel Jon Whitney. The support staff at the time consisted of two secretaries.

Flash forward to today, and there are 12 attorneys and nine support staff located in three offices throughout the state. In late 1990, the General Counsel's office opened its offices in West Palm Beach (with one attorney and one secretary) and Miami (with two attorneys and one secretary.) Attorney Heather Cramer joined the West Palm Beach Legal Office in 1991, and she is still with Team Legal today! The Orlando Legal Office opened in 2007 with two attorneys and one paralegal. In 2008, the West Palm Beach and Miami offices consolidated into one office in Lake Worth.

An increase in staff is not the only change the office has undergone during the last 30 years. Mike remembers dictating pleadings and correspondence to a secretary who took shorthand or via a dictaphone. The secretaries would transcribe the information using an electric typewriter and carbon paper. He says the legal team was very excited when, several years later, they finally obtained a mag card typewriter. For anyone unfamiliar with a mag card typewriter, it was a regular typewriter that had a small amount of memory. Today's team consists of paralegals who provide legal support for the attorneys, and now our pleadings are submitted to the courts electronically. We also use a sophisticated case management docketing system to prepare and track cases.

The Legal Office, which is located in Suite A432 of the Kirkman Building, is also a major change from Mike's first office in Room B433. Mike recalls almost burning the office down when he attempted to heat his chicken potpie for lunch in one of those new-fangled toaster ovens. Once in a standalone office, the Legal suite recently underwent renovations to include eight offices with wide-open spaces and a

new file room. Mike went from looking at carpet held together with tape to watching the incoming weather out his expanse of windows. In fact, Mike's old office is now a copy room.

When Mike first came on board, members of the Legal staff were once addressed as Mr. and Mrs. Mike says he appreciates the friendlier, casual business style atmosphere where the staff members now call one another by first-name.

Several members of the Legal staff have quite an impressive tenure with the Department. Attorney Supervisor Judson (Judd) Chapman began his DHSMV legal career in 1979, approximately nine months after Mike. In January 2009, Office Manager Pam DeCambra celebrated 33 years of service with DHSMV, the last 24 of which she has spent in the Legal Office. Heather Cramer in the Lake Worth office celebrates 17 years with Legal, and Attorney Supervisor Peter Stoumbelis recently received his 20-year pin.

There have been five General Counsels for the Department since the Legal department began: Edwin Strickland, Jon Whitney, Paul Rowell, Judson Chapman and our present General Counsel, Robin Lotane. One former General Counsel, Jon Whitney, retired from that position in 2005 after serving the Department and the state of Florida for 31 years, with 22 of those years as the General Counsel for the Department.

General Counsel Robin Lotane has led the office since March 2008. She manages the monumental task of overseeing an intense, litigation-driven office that serves the entire Department statewide. (She calls it "herding cats!") Her progressive thinking and sense of commitment to quality service has endeared her to her staff and to her colleagues throughout the Department.

DHSMV Legal is a close knit and family-oriented office, yet the team enjoys a reputation of outstanding, result-driven legal work marked by professionalism and dedication to the ultimate goal of keeping Florida safe.

FHP Major Paul Grant

Many people devote time and energy to raise the level of an organization, a charitable effort, or a cause they happen to believe in. Very few of us however, ever sustain the level of excellence and success of bettering an organization and everyone with whom he comes in contact than FHPA Major (Dr.) J. Paul Grant of Tallahassee.

Major Grant has operated a successful chiropractic practice in Tallahassee since 1957. He serves on the Department of Highway Safety and Motor Vehicle Medical Advisory Board and has been



in volunteer law enforcement since 1965.

He began his career with the Leon County Sheriff's Posse and was appointed Chief Mounted Deputy in 1967. He served in that capacity until 1980, at which time he resigned from the Posse and joined the FHP Auxiliary. He has served as a trooper, a corporal and First Sergeant of the Leon Unit, and was appointed Troop H Major by Capt. Jim Roddenberry in 1983.

Major Grant has served more than 35,000 hours since becoming a part of the proud FHP tradition of volunteers. He spends most of his time away from his practice, serving the FHP.

Upon reflection, he speaks with candor about his career in law enforcement and about his love for the FHP and FHPA.

"I could never say enough about our members. I have seen Auxiliary members leave their families on holidays and natural disasters to work with the Patrol. Our members are trained as support personnel giving the full-time troopers the opportunities to do their respective jobs."

1993 The Department implemented the Problem Driver Pointer System.

1996 Mobile Home Installer program created to license and regulate installers Florida was one of the first states to have such a program.

1997 Personal computers became available to a number of sections.

1999 DMV Database FRVIS was implemented statewide.

1994 Bureau of Vessel Titles and Registrations merged to DMV

1997 The Department undertook a multi-year project entitled Vehicle Information System Overall Redesign.

1997 Implemented an application that customers used to renew their driver license and change their address by using a touch-to-tone phone.

Personalized License Plate Program

Have you ever been sitting in traffic or riding down the interstate and noticed the unique message of the personalized license plate displayed on the motor vehicle in front of you? Maybe you have wondered, "What in the world does that mean?" Or maybe you got the meaning and thought, "Oh, how cute!" Maybe you wondered, "Why in the world did they let that one be issued?" As we celebrate various programs of the Department, we thought we would share the evolution of the Personalized License Plate Program.

The Personalized License Plate Program began in 1972 with legislation, which allowed motor vehicle owners to select a unique configuration with up to a seven-digit combination of letters and numbers with a hyphen or space for an additional \$12 annual use fee. The program began in the State Office Tag Agency under the Department of Motor Vehicles and was located in the Leroy Collins Building in downtown Tallahassee. In the beginning the program was managed manually with two full-time positions and one part-time position. Staff reviewed applications to ensure the Department did not issue obscene or objectionable configurations. Next they would check approved configurations against a handwritten list to avoid issuing duplicate license plates. Registration certificates and license plate orders were typed on manual typewriters.

The Personalized License Plate Program grew by leaps and bounds and the Department of Motor Vehicles became the Division of Motor Vehicles under the Department of Highway Safety and Motor Vehicles, located in the Neil Kirkman Building on the outskirts of Tallahassee. Although at the time all metal license plates had to be replaced every year during a 60-day renewal period, the personalized license plate program allowed the license plates to be applied for and processed up to 90 days in advance due to the time to manufacture the license plates. Even so, the Department

had to hire temporary employees to handle the massive operation. Key-punchers maintained the personalized license plate listing on large, computer generated paper. Stand alone computers were provided for the State Office Tag Agency employees to prepare the registration certificates. They key-punched the license plate registration orders. Everything was accelerated to meet the time periods mandated by Florida law.

Over time several changes occurred, such as allowing the license plate to remain with the owner instead of the motor vehicle; allowing a temporary license plate to be issued in lieu of a regular metal license plate prior to the order of a personalized license

In 2002, the Department established a Personalized License Plate Review Board and Review Authority to monitor the personalized license plate orders and to respond to complaints that come into the Department on license plate configurations found to be obscene or objectionable. Today the Inventory Control Unit of the Bureau of Titles and Registrations conducts the first review of license plate configurations that the counties have processed. Configurations that may be deemed obscene or objectionable are forwarded to the Coordinator of the Personalized License Plate Program. The Coordinator researches complaints using slang dictionaries, a medical dictionary and online language dictionary or translation resources. Review Board meetings are held as needed, usually on a monthly basis.

The Titles and Registrations Bureau Chief chairs the Personalized License Plate Review Board, which also includes nine additional board members representing Division of Motor Vehicles, Florida Highway Patrol, Office of General Council and one representative from the general

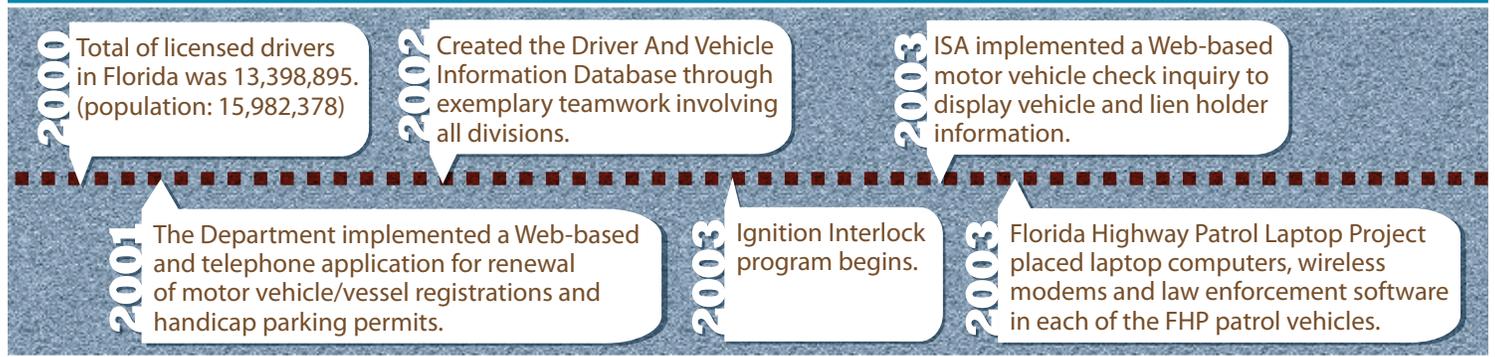
public. The board makes every effort to be fair, consistent, open-minded, reasonable and non-prejudiced regarding all racial, religious and national groups. When the board reaches a decision concerning each configuration, it recommends to the Review Authority whether the Department should allow or reject each license plate configuration. The Review Authority includes the Director and Assistant Director of the Division of Motor Vehicles. Although they consider the recommendation of the Personalized License Plate Review Board, they reserve the right to make the final determination of each configuration.

Currently, more than 400,000 personalized license plates are issued statewide. The personalized license plate annual use fee is still \$12 per license plate, which in Fiscal Year 2007 – 2008 brought in nearly \$4.9 million.

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plate; staggering registration renewal by the owner's date of birth; only requiring replacement of the metal license plate every six years (and now 10 years effective Sept. 1, 2009;) and the automation brought by the FRVIS computer system. Although the number of personalized license plates continued to increase, all of these changes allowed the Personalized License Plate Program to run smoothly in a central location.

However, in the 1990's in order to provide better customer service, the Department decentralized the Personalized License Plate Program to the county tax collectors. County employees could do everything but place the actual order for the personalized license plate. Based on Section 320.0805, Florida Statutes, the Department still had the responsibility and authority to review personalized license plate configurations and reject or recall those that were determined to be obscene or objectionable.



History of the Bureau of Motor Carrier Services

The Bureau of Motor Carrier Services was created in 1985 upon Florida initiating a resolution to join the International Registration Plan. The bureau issues apportioned license plates to motor carriers operating under the IRP and decals to carriers operating under the International Fuel Tax Agreement.

The IRP is a registration reciprocity agreement among states of the United States and provinces of Canada. This agreement allows an interstate motor carrier, operating in multiple jurisdictions, to report travel and register in their base state and eliminates the multi-license plate registration process previously in place. Under IRP, a single license plate is issued by the base state along with a registration (cab card) that reflects all the jurisdictions where the carrier is authorized to travel.

Florida officially joined the IRP in 1986 at which time motor carriers were registered on an annual basis with the license plates

expiring in December. This led to large crowds gathering in the hallways of the Neil Kirkman Building, all trying to renew their tags at one time. To create a more efficient and effective process, the decision was made to move the registration to a staggered basis, January through October, beginning with the 1997 registration year.

In order to provide a one stop shop environment for the interstate carriers, the Fuel Use Tax program was transferred from the Department of Revenue in 1988. Under this program, motor carriers filed quarterly tax returns with Florida, reporting their miles operated and fuel purchased. As required by federal law, Florida joined the International Fuel Tax Agreement in 1992 and implemented the program in 1994. As with the IRP, the IFTA is a cooperative agreement that allows an interstate motor carrier to be licensed by and report their operations to one base state, while providing authority to operate in multiple jurisdictions.

Always looking to improve its level of excellent customer service, the bureau has implemented the following initiatives:

- In 2005, the Department entered into a cooperative agreement allowing IRP registrations to be issued by a private tag agency contracting with the Pinellas County Tax Collector.

- The Bureau had always operated its walk-in counter services from the Neil Kirkman Building until September 2006, when the operation was moved next door to the Cross Creek Center.

- Also in 2006, the Bureau began implementing online systems through the CVISN project that allows motor carriers to register their IRP vehicles, obtain IFTA decals, and file IFTA tax returns electronically.

Bureau of Mobile Home and RV Construction

In 1973 the Bureau Mobile Home and RV Construction was formed by the Department of Highway Safety and Motor Vehicles. The purpose of the bureau was to regulate the construction of mobile/manufactured homes and Recreational Vehicle construction. At this time construction standards for mobile homes and RV's were in accordance with the American National Standards Institute standards.

In June 1976 the U.S. Department of Housing and Urban Development became the national authority over the construction of mobile/manufactured homes pursuant to the National Manufactured Housing Construction and Safety Standards Act of 1974. HUD promulgated administrative rules to govern mobile home construction. The bureau became an agent of HUD in regulating mobile home construction in 1977. In this capacity the bureau had to certify all plants that manufactured mobile/manufactured homes and routinely inspect the construction process in plants to ensure that homes were constructed in accordance with

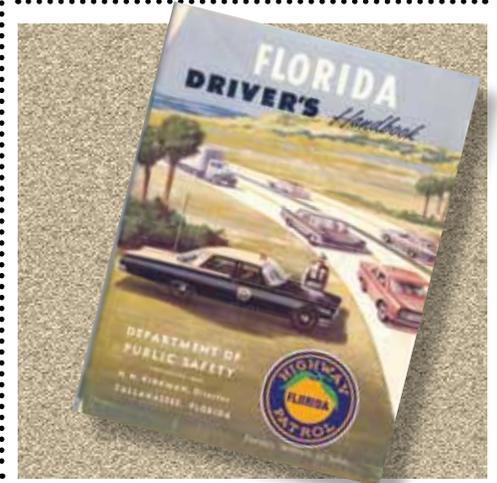
the Manufactured Home Construction and Safety Standards. The bureau continued to regulate RV construction according to the ANSI standards.

In 1994, after the experience of Hurricane Andrew, HUD revised the Manufactured Home Construction and Safety Standards to make them more stringent. Homes built since this revision of the standards have held up remarkably well in hurricanes.

In 1996, the Legislature repealed the statutes that required the department to regulate RV construction. Most states no longer regulate RV construction. This is now a self-regulated industry. This same year the Legislature passed a law requiring the department to regulate mobile home installation because proper installation is critical to the success of mobile homes in storms. Florida was one of the first states in the United States to regulate mobile home installation. Pursuant to this law, the bureau trains and licenses all mobile home installers in Florida and also trains local government building officials who are required by law to

inspect mobile home installations.

This year marks the 36th anniversary of the bureau and the citizens of Florida are better off because of the work of this bureau. Through the bureau's efforts, the state of Florida's mobile/manufactured home program has been nationally recognized as one of the best.



2004 New Florida Driver License Issuance System – FDLIS Express was rolled out.

2004 Developed programming for a Web-based application used by driver schools to enter driving school certificates and update the Department's database.

2005 Training and implementation of the Online Appointment Services and Information System (OASIS) begins.

2004 Developed programming to implement new vision requirements for older drivers.

2005 Entered into a cooperative agreement allowing IRP registrations to be issued by a private tag agency contracting with the Pinellas County Tax Collector.

2005 Internet services were expanded to include ID card and driver license renewals; address changes for ID cards and driver licenses.

History of DMV Field Support Help Desk

The Division of Motor Vehicles created the DMV Field Support Help Desk in 1996 under the direction of the late Denise James. The unit originally consisted of the bureau chief, five consultants and two research clerks. A manager, two supervisors and additional consultants were added later as the telephone calls increased. The purpose for implementing the unit was to provide support for the tax collector/license plate agencies. This includes solving issues related to the implementation of Florida Real Time Vehicle Information System and developing a work-around for any FRVIS-based problem until the system problem could be resolved. It was expanded later to include assistance with clarification of procedures in the DMV Procedures Manual.

Ms. James along with the Help Desk unit and other members of the Division were instrumental in developing the FRVIS 2000 Training Manual. The manual was essential for training all new FRVIS 2000 users, which included in-house personnel, tax collector agencies and regional offices. The FRVIS 2000 Q & A Board was implemented in December 1999. This board was originally created by the DMV Business Area Support Group and the DHSMV Information Systems Administration to provide timely written responses to all FRVIS questions. The board is currently used for system and procedural questions posed and submitted to the Department.

In 2000, DMV started a Help Desk Field Support Newsletter. The newsletter contains articles of interest and is posted on the DMV Intranet site twice a year.

Since July 2001, tax collector offices have been participating in the DMV Help Desk Employee Exchange program. The partnership has encouraged both entities to work together to improve service to each other and ultimately to the citizens of Florida. This has been a win-win collaboration.

DMV Help Desk consultants continue to assist tax collector personnel with setting up programs, walking them through processes, and providing training over the telephone, as well as traveling to their agencies from time to time. The Help Desk unit recently traveled to various agencies on a weekly basis to assist with decal issues and printer settings. The visits gave our help desk consultants an opportunity to observe the daily duties of tax collector personnel and to share ideas for improvements where necessary and feasible.

The DMV Help Desk has now merged with the Division of Driver Licenses Help Desk. Both areas are under the purview of the Customer Service Center. The merger has provided a great amount of knowledge and experience under one umbrella. This in turn promotes good customer service, as it provides a one-stop shop for customers.

Specialty License Plates

Have you ever wondered what the first specialty license plate was and when it was created?

The 1986 Florida Legislature approved the first specialty license plate. The Challenger license plate was created to honor the astronauts who died when the space shuttle exploded on lift-off in 1986. It was redesigned in 2003 to honor the astronauts who died when

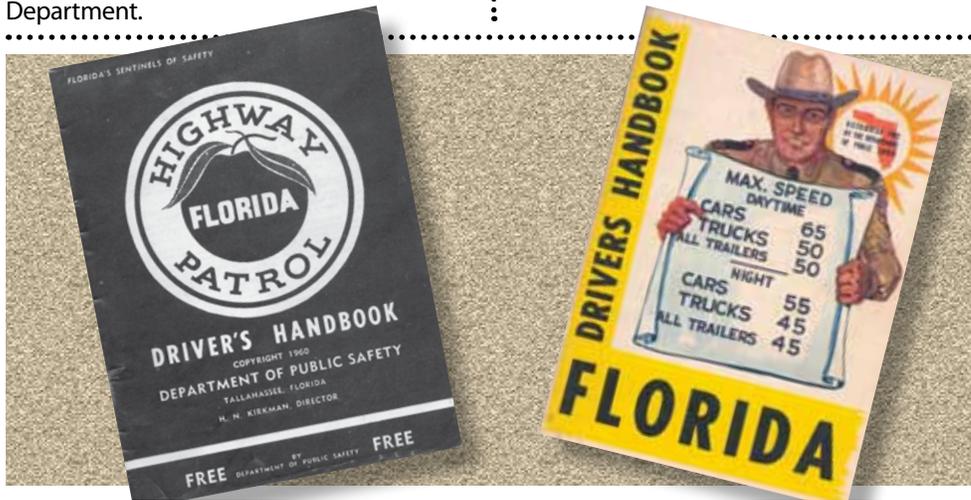


the space shuttle Columbia exploded upon re-entry.

In 1989 a Super Bowl license plate was established to celebrate the 25th anniversary. The license plate was available until 1994. A Quincentennial license plate was authorized for the purpose of educational and promotional activities for the 500th anniversary celebration and Florida's participation in the 1992 World's Fair in Saville, Spain. It was available until 1994.

After the tragedy of Sept. 11, 2001, two specialty license plates were created: American Red Cross and United We Stand. In 2002, the first medical license plate was introduced, End Breast Cancer. This was also the first license plate that displayed a Web site address.

Since 1987, we have seen license plates come and go. Universities, environmental advocates, the Armed Forces, non-profit organizations and many others have created specialty plates to raise awareness, create new and relatively easy streams of revenue, and give drivers an easy way to express their support. Currently Florida has 113 available to the public.



2005 The Department implemented the second phase of the National Motor Vehicle Information Title System.

2005 Designed, developed and implemented fingerprint processing systems for HazMat, ports and employee background checks.

2006 Customers applying for a Florida ID card or driver license are able to complete a web based pre-application online.

2005 Implemented online verification of Social Security numbers through the Social Security Administration.

2006 Implemented the Commercial Vehicle Information Systems Network (CVISN)

2006 The minimum age for an identification card is lowered to age five.

The DHSMV Management Fellows Program

The Management Fellows Program was the brainchild of former Executive Director Leonard Mellon, who advocated the grooming of our own people for management positions within the Department. "Why should we recruit our leaders from outside when we have a tremendous pool of talent right in our own backyard?"

His idea was to choose motivated people from within the ranks of the Department each year and provide them with intensive management and leadership training, creating a group of "homegrown" leaders with strong ties to DHSMV. Thus the Management Fellows Program was born. The first class was in 1987-88. The members were: Claudia Coaker, Hazel Drombolis, Skip Hood, Matt Nofallah and Joel Pate.

By June 1992, 13 of the 21 participants of the first four Management Fellows Programs were promoted. One of those promoted was Skip Hood. Skip, who has 25 years with DHSMV, currently works as a Senior Management Analyst Supervisor in the Division of Driver Licenses. When asked, Skip commented, "Management Fellows was great fun. It provided the oppor-

tunity for fascinating first-hand experience with aspects of the Department's business that we would otherwise never see. The combination of public administration coursework and placement in other units brought us out of the program with a broad understanding of how DHSMV works. Over the years, this has contributed much to my ability to get things done."

While the program does not guarantee a promotion, it does give the member the chance to break through traditional lines of advancement.

The early programs consisted of one member from each division. Participants spent five weeks in the classroom learning public administration and personnel techniques and 15 weeks within the Kirkman Building and in field offices. Each fellow had to develop a personal management project and work together on a group project. The program started as a 12-month program, grew into an 18-month program, and is now back to a 12-month program in order to speed the process of development.

Today, Management Fellows is a highly regarded program at DHSMV. The year-

long experience focuses on management techniques, leadership skills, communication, teamwork, goal setting and professional development. Today's fellows take part in the first four levels of the Certified Public Manager Program through the Florida Center for Public Management at Florida State University. At the end of the year, they receive a Management Fellows Certificate as well as a Certificate of Supervisory Management. The fellows also spend time shadowing other DHSMV members to learn the many different aspects of DHSMV, observe department leaders in action, and work on agency specific projects.

Thanks to Mr. Mellon, we have now held 16 Management Fellows classes with the most recent graduation in November 2008. We've had 126 graduate from the program. Class number 17 began this year.

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Pictured left to right: Sandy DeLopez, Bart Wexler (FSU Professor), Matt Nofallah, Hazel Drombolis, Leonard Mellon, Claudia Coaker, Joel Pate, Skip Hood and Allen Monello (First Management Fellows Coordinator)



History Makers

As one walks into the Neil Kirkman Building, headquarters for the Florida Department of Highway Safety and Motor Vehicles, there is a feeling of the legacy left by former members who wanted to make a difference for the state and its citizens.

As the Department continues its "Excellence in all we do", there are some members who've led the way in this life saving endeavor and now some of these particular members have taken the opportunity to share their memories as the Department celebrates 40 years of excellence.

Cinda Nichols, Jerry Scruggs (retired), Stuart Strickland, Donna Tomlinson, Keith Veitinger and Fannie Thompson are members who have been around for at least 34 years and as long as 38. They are just a few of the members who make the Agency a great place to work and learn.

They are living history. They are living proof of "Yesterday, Today and Tomorrow

— Celebrating 40 Years of Excellence." Here are some of their memories and recollections.

Jerry Scruggs started working for the state in 1968. At that time he was reporting to the Collins Building in downtown Tallahassee for the Department of Motor Vehicles.

"In the slower and simpler days, we did everything by hand, paper and pencil, or a typewriter, an adding machine, and even dictaphones! There was so much paper, much of it was 'onion peel paper' which was very fine and several layers so we could have multiple copies, if needed," explains the now retired Jerry Scruggs, with a smile.

Scruggs can remember the consolidation of the different agencies to form the Department of Highway Safety and Motor Vehicles in July of 1969. He was here for the move into the Kirkman Building on Apalachee Parkway and admitted it took some time but the transition was a relatively smooth one. But despite a new building and some

new technology, the paper trail continued, literally.

"In accounts payable, the current two years of information was kept in the Kirkman Building. The rest of the previous years were in a Quonset Hut at the Florida Highway Patrol Academy. There were rows and rows of filing cabinets!" remembers Scruggs.

Cinda Nichols, who joined the Department in 1975 adds, "There was so much paper in this building we had horrible paper mites. We all kept bottles of rubbing alcohol

would be the advances in technology, especially computers.

Fannie Thompson, who remembers the days in Collins Building on Gaines Street added, "You used to get a refund for turning back in your old tags. We had to type it up manually. For the checks, we had to keep a typed ledger but now we have computers. The introduction of computers helped organize the process and move it along."

"Someone would call with questions about titles, we had to run to the information, just like we do now, but back then, it was a matter of searching through many filing cabinets and paper depending on how old the title was. Now with just a few clicks on a computer key board, the same information is available in seconds," said Jerry Scruggs.

Some may ask, "How can one person stay in a job for almost 40 years? So many people have an average of three to five jobs in the span of their working life."

For these DHSMV long serving members, it's simple and very similar.

"I enjoyed helping people. I liked what I did in accounting. I dealt with every facet of the Agency" answers Jerry Scruggs.

Keith Veitinger adds "I like the people, what I do here and all of the opportunities I've been given." Donna Tomlinson says almost the exact same thing.

"I could see I was doing something for people. It's been a great ride because the agency has been a strong family environment and continues to be so. That's why I've stayed", Cinda Nichols says as she smiles.

And for Fannie Thompson, "I sort of grew up in my position. I enjoyed the variety. I never got bored. We dealt with all of the divisions and I was given many opportunities to move up."



to spray each other to keep the paper mites off!"

Nichols along with Donna Tomlinson, Fannie Thompson, Keith Veitinger and Stuart Strickland all nodded their heads as Nichols explains that along with all of the paper, there were plenty of "staples" and therefore, "staple pullers." "Everything was paper back in the 60's and 70's. All transactions were done with a literal paper trail. Everything was sent to us batched and with staples. This was on the driver license and motor vehicles sides. So, we had people who pulled the staples out of the paper so it could be properly filed."

Over the years, as the population of Florida grew, the needs of the Agency continued to expand as well. The ability to keep up with all of the records and requests was becoming more of a challenge. Because of this, all of the Department "old timers" agree the single greatest impact on the Agency

2006 Developed programming for the new Interactive Voice Response system for driver license information.

2006 Department undertakes Facial Recognition Pilot Project.

2007 Redesigned GoRenew into a single customer portal, known as the Virtual Office.

2008 Enhanced CVISN to allow motor carriers to process IRP transactions electronically.

2006 Implemented Web-based application for customers to update their Emergency Contact Information.

2007 DMV began issuing electronic titles.

2007 Driver License field issuance offices all became five-day offices.

2008 Driver License Field and BAR offices began accepting Master Card, Discover and American Express.

Veteran Trooper Reminisces about the Good Ole Days with FHP

The Great Depression was slowly ending in the United States and the Second World War just beginning when the state of Florida formed a Highway Patrol in 1939 to provide enforcement for its motor vehicle traffic. The future was uncertain for 23-year-old Hardy Lee Simmons, as jobs were scarce when the Florida Highway Patrol initially started. He was born on Feb. 19, 1916, in St. Cloud, Fla.

Lee, as friends and family called him, attended the University of Florida for two years and worked various jobs in St. Cloud before he joined the St. Cloud Police Department in 1941. Four months later, he joined the Florida Highway Patrol.

Patrolman Simmons' first assignment was to ride patrol with an experienced FHP member for a month in the Melbourne area before he took the FHP examination. Upon the successful completion of the test, he embarked upon a 37-year career with FHP. Simmons' first area assignment was Clearwater with the premise that he

attend the next FHP recruit school, but with the constraints of WWII, he never went.

In 1943, FHP promoted him to sergeant, and sent him to St. Petersburg where he remained until the U.S. Navy drafted him in early 1945. The Navy sent Simmons to a naval base in Bainbridge, Md., where he trained until the war ended.

Upon Simmons' return to the FHP in 1945, he went to the Tampa District. As he rose through the ranks, he worked at various troops in south Florida. In the early 1950s, Simmons taught accident investigation courses to FHP recruits.

In 1952 while still a lieutenant, the Patrol reassigned Simmons to Fort Myers, where he served two years before his promotion to captain and move to take charge of the Miami District in 1955. By 1957 Simmons was a major, which at the time was called Inspector. He transferred to FHP headquarters in Tallahassee.

For the next 14 years, Simmons was responsible for all FHP inspections throughout the state of Florida. In 1971, the State Legislature changed the Florida Highway Patrol from Department to Division. A year later, the Patrol promoted Simmons to lieutenant colonel and made him the deputy director of the entire FHP Division.

Upon his retirement in 1978, he and his

His starting FHP salary was \$125 per month, which progressed to \$150 per month by the end of 1941. Each succeeding year they received a \$5 monthly increase. There was no retirement for the troopers in the early years, but he said there was job protection. By 1953, Simmons' salary increased to \$225 per month. When he started with FHP, there were 60

members and each trooper worked 12-hour days with one day off each week. Members had to work every weekend. Normal shifts for him were 11 a.m. to 11 p.m., but when conducting driver license examinations the shifts were from 9 a.m. to 9 p.m. The FHP vehicles during the late 1940's were Fords with Mercury engines. He also stated when he joined the FHP, they wore Stetson hats patterned after the New York State Police but just after he retired, the agency went to the campaign style hats.

Simmons said that during the 1940's and 1950's the FHP transferred members every two years, making home

ownership difficult, but in 1943 he was able to purchase his first home in St. Petersburg for \$3,400. He sold it after WWII for \$10,000 and after all expenses were paid, he netted a profit of \$5,000. He said he was the richest he ever thought he would be.

Another highlight of his career was in 1964 when he was placed in charge of a 150-man force, consisting of FHP troopers, Fish and Wildlife officers and state prison guards, to provide security in St. Augustine during a demonstration. During the demonstration, Simmons met Rev. Martin Luther King. Through his career, the colonel said he truly enjoyed working with the people and received a wide range of knowledge from his experiences with the Patrol.

Currently Lt. Col. Simmons resides with his daughter in Tallahassee. His mind is just as sharp as when he was on the Patrol. He is a true gentleman and very well liked by the past members of the Patrol.



FHP Lt. Col. Ernesto Duarte and Lt. Col. Lee Simmons (FHP retired).

wife built a beach house on St. George Island. Lt. Col. Simmons lost his beloved wife, Arvella, to Alzheimer's in 1993. He married Jean Connolly, a native Floridian, in 1995 who died in 2007, also after battling Alzheimer's.

Lt. Col. Simmons is the proud father of three children, with three grandchildren and six great grandchildren.

Reflecting on his extensive career with the Florida Highway Patrol, Simmons said it was a very interesting life, and he was always happy to be with the FHP. He stated that when he started in 1941, the FHP did not have radios in their cars and received many of their complaints from local stations that would hang out a flag to advise the trooper to stop. By 1943, the Department had three-way radios of station to car, car to station and car to car and at the time was one of the best law enforcement radio systems in the country.

DHSMV Helps Clean Up Air Quality

In 1988 the Legislature passed a law authorizing the Bureau of Emissions Control as part of its bill to require an annual motor vehicle emissions inspection program in six urban counties: Broward, Dade, Duval, Hillsborough, Palm Beach and Pinellas counties. These counties were declared ozone nonattainment areas in 1987 because they did not meet federal ambient air quality standards, and motor vehicles were a major contributor to this problem. The program reduced air pollutants that cause health problems for people, plants and animals by requiring vehicles that did not pass emissions inspection to be repaired so they could pass inspection.

In 1989 the bureau released a Request for Proposals to build and operate central motor vehicle emissions inspection stations in five contract zones. Multiple contract zones were used so that smaller companies could bid on the program and, thereby, increase competition for service and price. The contracts were awarded as follows:

- Broward County was awarded to Gordon-Darby of Louisville, Ky.

- Dade County was awarded to Systems Control of California.
- Duval County was awarded to MARTA Technologies of Nashville, Tenn.
- Hillsborough and Pinellas counties were awarded to Gordon-Darby of Louisville, Ky.
- Palm Beach County was awarded to Systems Control of California.

There were 32 central emissions inspection stations built in these six counties.

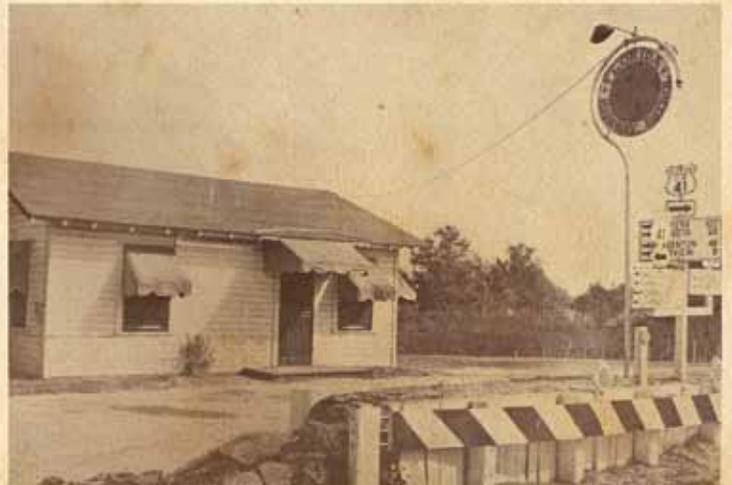
The Bureau of Emissions Control administered this program, which was called the Motor Vehicle Inspection Program until 1993 when it was combined with the Bureau of Regulation and Enforcement. The Bureau of Emissions Control was responsible for monitoring the performance of central motor vehicle emissions inspection stations and for issuing the various types of exemptions available. The bureau also licensed and regulated reinspection facilities and self-inspectors authorized by law. Reinspection facilities were motor vehicle repair shops authorized to provide a free reinspection after motor vehicle repairs. Self-Inspectors

were fleet owners authorized to inspect vehicles in their fleets. Most self-inspectors were motor vehicle dealers because the law required a vehicle to pass emissions inspection before it could be sold.

The MVIP began operations on April 1, 1991. When the MVIP was authorized there were 32 states that had motor vehicle emissions inspection programs. The MVIP was the largest centralized motor vehicle emissions inspection program in the United States. The program inspected more than 4 million vehicles per year with a high of 4,971,776 in fiscal year 1998-99. During the life of the program it generated nearly \$300 million for MVIP contractors and \$151 million for the state.

In 2000, the Department of Environmental Protection determined that air quality in the MVIP counties met federal air quality standards so that the program was no longer necessary. The program was abolished effective June 29, 2000.

Shown here is one of the Patrol's newest district offices located in our Nation's oldest city, St. Augustine, while below is the Patrol's Tampa station as seen in 1943. A far cry from its modern counterpart.



From the January-March issue of Florida Trooper, 1970

2009

A project was initiated to merge the Division of Driver Licenses and the Division of Motor Vehicles into a single Division – the Division of Motorist Services.

2002

Granted law enforcement access to the Year, Make, and Model search portion of DAVID on July 21.



Uniform History

The history of uniforms is very long standing. A uniform is used to show solidarity, organization and is an indication of being part of a team, something great. It helps customers and citizens recognize our mem-

bers and helps establish authority for our law enforcement personnel.

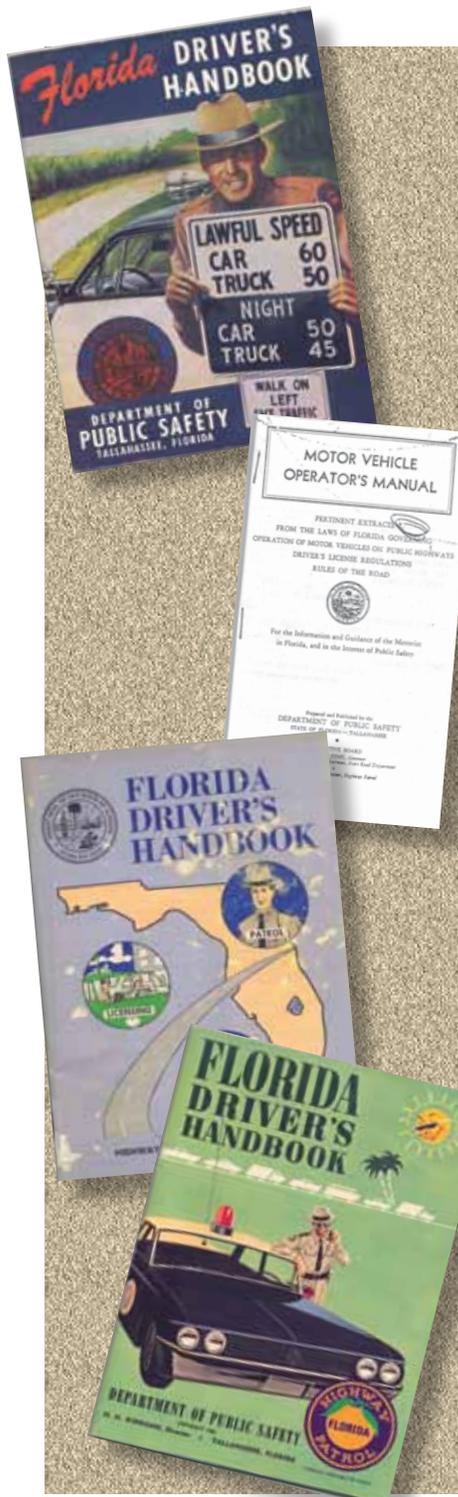
Over the years, many uniforms have been worn by members of DHSMV and

the Florida Highway Patrol. No matter the year, the style or the color, all uniforms have been worn with pride and honor by those who were given the opportunity.



Division of Administration, October 1989

A Little Expressways History



Wayne Turner started with the Department of Public Safety in September 1964 in the print shop. The only thing they printed in-house was accident reports. The *Florida Trooper* was the Department's newsletter, which was printed outside the agency. The Florida Legislature created the Department of Highway Safety and Motor Vehicles in 1969, but the Public Safety and Motor Vehicles departments did not actually merge until 1972 when the Motor Vehicles employees moved from the Collins Building in downtown Tallahassee, Fla., to the Neil Kirkman Building on Apalachee Parkway, also in Tallahassee.

In 1972, Maj. Karl Adams approached Wayne Turner regarding the possibility of starting an in-house, newsletter for the newly created Department. The first couple of editions ran in 1972 under the name of *You Name It?*; employees were asked for suggestions to name the newsletter.

The new Department selected *NEWS-WHEEL* for its newsletter. *NEWS-WHEEL* stuck until the mid-1980's when the Department changed the name to *Expressways*.

The Department printed *Expressways* in black and white until 1990 when they added color to the cover and back pages. It wasn't until 2005 that we started printing the entire newsletter in color.

DHSMV's external newsletter remains to be known as *Expressways* today, but it is now full color and electronic in nature. The Communications Office posts the newsletter online and e-mails the link to stakeholders, partners and employees statewide. The agency has enhanced the publication and cut down printing costs and paper use by transitioning to an electronic format.



Sgt. C. H. Strickland, FHP Academy, demonstrates to 24 Department of Highway Safety and Motor Vehicles building safety supervisors the proper position for mouth-to-mouth resuscitation. Left to right — Johnny Pace, David Laino, Sgt. Strickland, Marie Phillips, Ellen Harrison, Eldridge Edwards and Sergeant Peacock.

Sgt. Strickland's volunteer is "Resusi Annie." She is a very "life-like" inflatable rubber mannequin belonging to the academy that is manufactured in Sweden for use in first aid courses all over the world.

From the March Issue of News Wheel, 1973

A Transition to the Digital Age

Ask any DHSMV member who has been around for more than the past two decades, "What is the greatest change you have seen at the agency, the one with the most impact?" They will tell you, "Technology." It is with the strides made in the various forms of technology that the agency has been able to continue toward its goal of a *Safer Florida!*

In **1969** when the Departments of Motor Vehicles and Public Safety combined, the newly formed Kirkman Data Center became a bureau within the Division of Administrative Services (Bureau of Information Services.) Randy Walford became director on Oct. 1, 1969.

A few years later, installation of field data terminals (mini-computers) began in the driver license examination offices. The field terminals linked directly to the main computer at the Kirkman Data Center. The terminals provided instant access to the driver records, which were stored in the main computer and were a vital part of the new color-photo driver license program that began July 1, **1973**.

In **1979**, the Department made a huge technological stride as the Legislature approved the Florida Real-time Vehicle Information System. This system provides computer hardware, software, services and data circuits to each of the offices maintained by Florida tax collectors for the purpose of registering and titling motor vehicles, vessels and mobile homes.

First Personal Computers were installed at DHSMV in **1983**—one in the Division of Driver Licenses with a dot-matrix printer and another at the Florida Highway Patrol Academy. Management used them to handle transfers and promotions.

The FHP followed up with two PCs used to collect and analyze traffic citation data. Information Systems Administration wrote a custom application to for clerks to enter citation information and group the citations by trooper, location, offense type, date and time. A report was created to assist in deploying troopers to high-incident locations.

Two years later, the Department installed the first pilot Office Automation System. The system was state of the art at that time and included word processing, electronic spreadsheets, list management, e-mail and letter quality printers. The pilot was successful, and the Department installed the systems in every division at headquarters and most field offices.

As the decade changed from the 80's into the 90's, tax collectors across Florida began sending title applications to Tallahassee electronically, without paper, without diskettes, without delay. The most dramatic reduction in titling time occurred with the installation of a new system of Unisys computers across the state. The new online program shortened titling time significantly. It eliminated several cumbersome steps, saving time, money and resources.

By **1997**, Personal Computers were available to a number of sections. The Department purchased additional PCs as re-

license. In **2002**, ISA added functionality to display the actions that caused the driver license to be invalid and specific instructions on how to clear up the most common types of suspensions. ISA also added the capability for customers to enter their insurance information to close financial responsibility suspensions and a function to block their personal information from dissemination.

In the new century, the Department has made great strides to make even more available to customers in the offices and online.

In **2006**, ISA helped implement legislative changes in October, which included the issuance of an identification card to anyone five years old or older and limiting the length of a driver license for non-immigrants to one year.

A Web-based application was developed for customers to determine the availability of a personalized plate configuration.

For law enforcement, Driver and Vehicle Information Database Family of Services: Law enforcement was granted access to the Year, Make, and Model search portion of DAVID on July 21, **2008**. Response was positive and enthusiastic. The new users performed a total of 9,943 inquiries in the first 10 days of access. The Department received many positive e-mails regarding the new feature, including several that said the search allowed them to locate hit-and-run vehicles and

suspects more efficiently.

One of the biggest projects has been the implementation of the Web-based application for customers to update their Emergency Contact Information. This information is used by law enforcement to notify relatives or friends in the event of a traffic crash.

Customers can now go to a virtual office at GoRenew.com, a Web-based application that accepts credit card payments and provides online renewal of driver licenses, motor vehicle and vessel registrations, handicap parking placards, address changes and duplicate driver license and identification cards. ISA redesigned GoRenew into a single customer portal, known as the "Virtual Office."

Many often wonder how we ever survived without today's technology? Looking at the impact it's made on DHSMV, it's hard to remember!



sources become available. After installation, they were incorporated into the existing local area network, which linked General Headquarters together.

ISA introduced the agency's intranet, Highway SafetyNet, in early April. The Web address was <http://www.hsmv.state.fl.us/> Intranet. The year was **1999**.

FRVIS 2000 was downloaded in Florida tax collectors' offices. All counties were live on production on March 30. FRVIS 2000 required some adaptation by those who were accustomed to the old FRVIS system. F2K (its affectionate nickname) created a user-friendly environment that enabled the user to accurately enter and update information. The system updated and maintained a complete history of each person and transaction and provided information to help detect and deter title and odometer fraud and improve customer service.

At the turn of the century, the Department provided a Web-based application for the public to view the status of their driver

Florida Highway Patrol Troopers Killed In the Line of Duty

Royston E. Walker

End of Watch: 8/31/36

Wilburn A. Kelly

End of Watch: 3/23/74

John C. Baxter, Jr.

End of Watch: 10/2/85

Luther P. Daniel

End of Watch: 12/5/41

Charles E. Campbell

End of Watch: 11/16/74

Stephen G. Rouse

End of Watch: 3/28/87

Leroy C. Bender

End of Watch: 10/25/47

Kenneth E. Flynt

End of Watch: 1/1/76

Jeffrey D. Young

End of Watch: 8/18/87

Halley C. Strickland

End of Watch: 1/8/54

Phillip A. Black

End of Watch: 2/20/76

Milan D. Hendrix

End of Watch: 6/1/89

Edwin J. Gasque

End of Watch: 10/26/61

Richard D. Howell

End of Watch: 8/2/76

Benedict J. Thomas

End of Watch: 6/9/89

Sherman L. Scott, Jr.

End of Watch: 1/3/65

Bradley S. Glascock

End of Watch: 8/4/77

James H. Fulford, Jr.

End of Watch: 2/1/92

Owen K. Bender

End of Watch: 9/8/65

Elmer C. Barnett, III

End of Watch: 2/14/78

Kimberly A. Hurd

End of Watch: 7/16/92

Joseph N. Sawtell, Jr.

End of Watch: 8/5/66

Alvin V. Kohler

End of Watch: 9/19/78

Saxton R. Jones

End of Watch: 5/1/95

Joseph P. Bertrand

End of Watch: 12/22/67

Robert P. McDermon, Sr.

End of Watch: 4/11/81

Donald E. Jennings

End of Watch: 6/30/95

John C. Hagerty

End of Watch: 3/18/70

Robert L. Pruitt

End of Watch: 7/13/81

Robert G. Smith

End of Watch: 7/26/97

Herman T. Morris

End of Watch: 3/16/72

Cleo L. Tomlinson, Jr.

End of Watch: 7/13/81

James B. Crooks

End of Watch: 5/19/98

Charles W. Parks

End of Watch: 2/6/73

Merle J. Cook

End of Watch: 7/13/81

George A. Brown, III

End of Watch: 4/27/04

Claude H. Baker, Jr.

End of Watch: 11/17/73

Frederick J. Groves, Jr.

End of Watch: 9/18/84

Darryl L. Haywood

End of Watch: 10/2/04

Ronald G. Smith

End of Watch: 12/23/73

Lindell J. Gibbons

End of Watch: 3/23/85

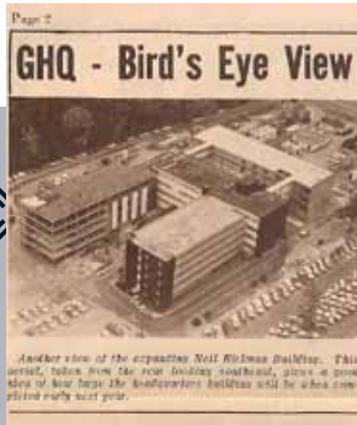
Nicholas G. Sottile

End of Watch: 1/12/07

Kirkman Building Expansion



October, 1972



March, 1973



September, 1974



January, 1974



October, 1973

FHP Opens Its Doors to Female Troopers

Patricia Phillips was the first female trooper hired by FHP. She started on Oct. 17, 1977. At that time, the Patrol hired troopers before they went to the Academy. She rode with a trainer for 30 days and then was put on the road by herself. She was a member of the 54th Recruit Class.

At the academy, she boxed with the men.

When she was boxing, if her opponent hit her in the head, the head gear would swivel around and she would be looking out the ear hole. She said she went through most of the academy with a black eye and a goose egg on her forehead because the headgear did not fit. Also the mouth pieces were one size. She wore men's uniforms and

had them altered to fit her. "I had to alter them so much, the back pockets met in the middle."

"It was an experience and I wouldn't trade it for the world." Trooper Phillips has always been in the Miami area. When she was a recruiter, she served with the first African-American trooper, Al Lofton.

FHP: History in Numbers

Traffic Homicide:

The Traffic Homicide Investigations Unit was created in 1967 to meet the Florida Highway Patrol's need to provide a comprehensive investigation into the circumstances resulting in all traffic-related deaths. The Traffic Homicide Investigations Unit is comprised of more than 160 full-time investigators, divided into 23 squads statewide. The units investigate hundreds of crashes every year.

During the past two years, traffic homicide investigation training has been held at least twice a year. This training provides both practical and classroom knowledge, and includes outside instructors, such as Dr. Henry C. Lee, who are experts in their field. Members are now being trained prior to being promoted, which allows a member who is promoted to only need a period of 30-day field training to be ready for investigative duties. Since 1999, approximately 310 members of the Patrol have been trained in traffic homicide investigations.

In addition, in-service field training is performed throughout the year for traffic homicide investigators. Field training includes advanced information and techniques related to traffic homicide investigations. Periodic Service Bulletins are created and distributed to traffic homicide investigators to keep them informed of changing trends and recent information.

Aircraft:

In 1967, Claude Kirk, Jr., became the first Republican Governor since 1870. He signed the "Spy in the Sky" bill authorizing the Florida Highway Patrol to use RADAR and aircraft to apprehend traffic law violators, effective July 1, 1967. The courts previously had struck down the authority to use these devices. The flight section grew slowly until September 1980, when the Patrol received funding for five new aircraft to bring the aircraft fleet to 11. This made it possible to assign one plane to each troop for traffic law enforcement. The Patrol added three helicopters to the fleet for only a brief period in 1996.

The flight section currently has seven pilots and seven airplanes. Last year (Fiscal Year 2008-2009,) FHP logged more than 2,500 hours in flight. The pilots were responsible for more than 34,000 citations issued, 40 stolen vehicles recovered and 97 criminals apprehended.

Armored Personnel Carriers:

In November 1998, the Florida Highway Patrol acquired three armored personnel carriers from the Department of Management Services, Bureau of Federal Property

Assistance. The fully functional units were acquired for a total of \$1,500. These military surplus V-150 carriers have been re-painted courtesy of the Apalachee Correctional Institution at an average cost of \$260.34 per unit, and now proudly display the Florida Highway Patrol colors and seal. These units will be strategically placed throughout the state of Florida as a means of providing law enforcement support and safety in the event of high-risk emergency situations. Currently, the carriers are assigned to Troop D-Orlando, Troop E-Miami and Troop G-Jacksonville.

Mobile Command Units:

Currently, the Florida Highway Patrol has three mobile command units. They are stationed in Jacksonville (Troop G), Orlando (Troop D) and Miami (Troop E). On Feb. 3, 1999, the Jacksonville Transportation Authority leased a 1986 surplus bus to the Florida Highway Patrol for \$1 a year. This vehicle was painted by the JTA in FHP's color scheme, complete with decals and lettering, and will be used as a mobile command center for natural disasters and other emergencies in north Florida. The Florida Highway Patrol was responsible for outfitting the bus interior with appropriate communications and other support systems. The Patrol paid to refurbish the interior with a grant from the State Emergency Operations Center. The Broward County Transit Authority entered into a similar partnership with Dade County FHP. Troop E's Mobile Command Center came into service in 1997. The bus was donated by the Broward County Transit Department. The equipment used in the conversion was mostly donated. Bell South donated the wiring and phone system, and South Florida I.M.P.A.C.T. donated the money to purchase the many other items, such as computers and printers needed to equip this mobile command center. The total cost was approximately \$60,000. In 2000, Troop D's command center was ready to help with special details and emergencies that arise in the central region of the state. The 1990 VanHool Bus was confiscated in the panhandle after it was found to have been used to transport drugs. A grant was applied for and awarded to the FHP for \$250,000 to completely gut the two buses and outfit them with state of the art equipment. Troop G took this project to the Department of Community Affairs, which came up with a plan to use PRIDE (the prisoners at Tomoka Prison). PRIDE specializes in training inmates how to remanufacture heavy equipment. This project had many benefits: PRIDE was able to complete the project for about half the cost for the private sector to complete, it kept the money in State Government, and

training was provided to the inmates. The bus has four workstations for dispatching, two laptop computers, a cell phone, a 1200 hp generator, and a self-contained satellite for the TV and VCR. This command post is used to coordinate special details, such as Black College Reunion, Bike Week and Race Week.

Community Service Officers:

Civilian Community Service Officers are stationed in the Tampa Bay area with 14 in Hillsborough County and 14 in Pinellas County. These non-sworn officers respond to and investigate minor crashes where there are no criminal charges involved. They provide assistance to stranded motorists, too. Community Service Officers are not armed, nor do they have any arrest authority. They wear a distinctive colored uniform, which consists of a white shirt with FHP patches and black trousers.

Reaction Force Teams:

To provide rapid assistance to areas of the state affected by hurricanes or other natural disasters, the Florida Highway Patrol has developed Reaction Force Teams. These teams can be deployed to disaster areas immediately after the emergency stabilizes. The response time can arrive in two to eight hours, depending upon their starting location. There are eight teams, each consisting of one lieutenant, three sergeants and 21 troopers or corporals for a total of 25.

Motorcycle Squads:

The Florida Highway Patrol currently uses 43 motorcycles for traffic enforcement and crash investigations. Ten motorcycles are assigned to Troop C-Tampa and 11 each are assigned to Dade, Duval and Orange counties.

Tactical Response Team:

There are five tactical response teams statewide comprised of members specially trained in crowd control, weapons, tactical maneuvers, building searches, service of arrest warrants, and other special techniques.

Investigations:

The Bureau of Investigations is divided into three regions – Northern, Central and Southern. Each region is commanded by a captain and staffed by lieutenants, investigators, troopers, administrative secretaries, staff assistants and a clerk. Additionally crime intelligence analysts are assigned to the unit for intelligence and analytical support.

continued

To further broaden the investigative outreach of the bureau, there is a captain who oversees the Identity Theft/ Document Authentication Unit and a captain who oversees the Homeland Security/Domestic Security function of the Florida Highway Patrol.

The bureau conducts investigations into auto theft, commercial vehicle and cargo theft, heavy equipment theft, identity theft, driver license fraud, title fraud, odometer fraud, and other criminal activity related to the DHSMV function. The Bureau of Investigations works closely with local, state and federal partners in a concerted effort to combat criminal activity and to enforce the integrity of the Department.

Public Information/Safety Education:

One captain and 10 Public Affairs Officers are located in troops throughout the state to serve as the conduit between the Patrol and the media and public. The Public Affairs Office is often considered the face and voice of the Patrol, as PAOs work both internally and externally to put FHP's best foot forward. The Public Affairs team strategically plans and coordinates closely with the Office of Communications to deliver consistent messages to educate the public on significant incidents that occur and to publicize agency achievements. Team members also are routinely called upon to conduct safety presentations throughout the state to promote safe driving practices.

Recruitment:

One sergeant is assigned as the state-wide coordinator and is responsible for the recruitment program. Five full-time Regional Recruitment Officers are stationed throughout the state. During 2009, FHP recruitment officers distributed more than 11,000 applications. The FHP website is responsible for more than 70 percent of all applications requested each year. FHP recruiters continue their outreach efforts to attract qualified applicants from the nation's college campuses, with special emphasis with targeting military bases and police training academies.

Background/Selection:

One captain is assigned as the statewide coordinator for the Background Investigation Section. This captain oversees and supervises 12 full time Regional Background Investigators stationed throughout the state. This section is responsible for receiving and screening all applications for the position of state trooper. Currently this section is processing more than 1,200 applications each month for the position of state trooper. This section also is responsible for all pre-employment screening and

testing. This screening consists of Criminal Justice Basic Abilities Testing, physical abilities testing, polygraph examination, eye examination, physical examination, psychological screening, background investigation and drug testing. This section also handles requests for assistance from other law enforcement agencies throughout the country in conducting background investigations on applicants with their agencies.

Inspections:

The Office of Inspections, established in 1995, reports to the Director of the Florida Highway Patrol and represents his office while conducting staff inspections throughout the Patrol. The staff inspection process consists of a periodic management review of all Patrol headquarters and field units on a three-year cycle. The office is permanently staffed with one captain, one staff assistant, and one civilian inspector, who are responsible for the Accreditation and Policy Section. The Office of Inspections is responsible for the Division's policy development and management and is the Accreditation Manager for the Florida and National Accreditation programs. The Florida accreditation program is the Commission for Florida Law Enforcement Accreditation and the national program is

the Commission on Accreditation for Law Enforcement Agencies.

Contraband Interdiction Program:

The Contraband Interdiction Program consists of specially trained troopers designated as felony officers and canine handlers. It was created in the early 1980's. These specially trained troopers are strategically assigned throughout the state in order to interdict drug couriers and other criminal activity. The CIP assists other federal, state and local law enforcement agencies in the fight against drug traffickers and other criminal offenders that attempt to use the roadways of Florida. The CIP is an active participant in various enforcement operations coordinated by the Florida Office of Drug Control.

The CIP is equipped with sophisticated drug detection equipment such as fiber optic scopes, drug detection devices, electronic measuring devices, dual-purpose canines and various other tools.

In 2009, FHP has seized more than \$8.6 million in U.S. currency and other types of illegal drugs, paraphernalia and weapons. The seizures resulted from 1,147 drug cases and 2,251 drug-related arrests.



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THE NEW MANAGEMENT



Mr. Ralph Davis (center), officially took over the reigns of the Department of Highway Safety and Motor Vehicles last month.

Shown alongside our "Boss" in the above "lineup" are the new Division Directors. Left to right, Mr. Audry Carter, Jr., Director of Administrative Services; Colonel Reid Clifton, Director of the Florida Highway Patrol; Mr. Ralph Davis, Executive Director of the Department of Highway Safety and Motor Vehicles; Major C. W. Keith, Director of Division of Driver Licenses; Mr. Arch Livingston, Director of the Division of Motor Vehicles.

From the January-March issue of Florida Trooper, 1970



1905: Made of leather



1917: Made of porcelain



1908: Made of porcelain



1965



1911-12: Made of porcelain



1968-69