

EVOLVE

GREATER DAYTONA REGION

BUSINESS AND PROFESSIONAL MAGAZINE

FEBRUARY 2018



BROWN & BROWN

BUILDING A FOREVER COMPANY AND A NEW HQ IN DOWNTOWN DAYTONA

J. Powell Brown

REMAINING RELEVANT:
WHAT BUSINESSES CAN LEARN FROM THE AREAS' INSTITUTIONS OF HIGHER LEARNING

THE CHAMBER OF THE FUTURE

HERE TODAY, HERE TOMORROW ISSUE:
BUILDING SUCCESSFUL BUSINESSES OVER TIME

ALL IN THE FAMILY
CREATING A BUSINESS TO LAST FOR GENERATIONS

HIGHLIGHTING CHAMBER MEMBERS WITH 25+ YEARS IN BUSINESS

HISTORY OF VOLUSIA COUNTY HIGHER EDUCATION


Daytona Regional
CHAMBER OF COMMERCE



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MEMORIAL MEDICAL CENTER

One of the nation's
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HOSPITALS**



Truven Health Analytics | IBM Watson Health

**100 TOP
HOSPITALS**

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Note: The grades used in the Leapfrog Hospital Safety ScoreSM program are derived from expert analysis of publicly available data using national evidence-based measures of patient safety. The Leapfrog Hospital Safety Score program grades hospitals on their overall performance in keeping patients safe from preventable harm and medical errors. For more information, visit www.hospitalsafetyscore.org

Florida Hospital Memorial Medical Center is invested in the health and wellness of the local community, employing over 2,000 team members who both work and live in the area.

As the only local hospital to receive straight A's from the Leapfrog Group for Hospital Safety since the award's inception and the only local hospital to be named one of the nation's 100 Top Hospitals by Truven Health Analytics two years in a row, Florida Hospital Memorial Medical Center recognizes the importance of providing world-class, comprehensive care—and it shows!

These achievements could not have been made without each and every member of our care team and we are grateful for their commitment to serving our community.

**Dedicated to the health and wellness of the community,
Florida Hospital stands ready to serve you and your family.**

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IT WAS A VERY GOOD YEAR

Due to the strong partnerships, resources and support from the local community Team Volusia helped add to the amazing evolution of Volusia County and guide 7 projects to commitments in 2017. Thank you to all our partners!

New jobs: 1,303
Total Payroll: \$46,788,836

Capital investment: \$55,298,000
Economic Impact: \$101,847,728

For more information or to become a Team Volusia Investor, visit TVEDC.com or call 386.265.6332

TeamVolusiaEDC.com



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HALIFAX HEALTH



LIVE YOUR LIFE WELL

RACE SERIES



2018 LIVE YOUR LIFE WELL RACE SERIES SCHEDULE

Port Orange LIVESTRONG at the YMCA 5K	1/20	Halifax Health - Hospice 5K	9/8
My Heart Matters 5K Run & Walk	2/11	Deland/Four Townes Kids Triathlon	9/22
Tomoka Marathon/Half/5K	3/24	Run for Success	9/29
Corporate 5K	4/21	Camp Winona Mud Fest	10/6
Southeast Volusia Family YMCA 5K	5/5	Lighthouse Loop Half Marathon & 5K	10/28
DeLand Family YMCA Triathlon	5/6	Deltona Honor & Remember 5K Run & Walk	11/11
Ormond Beach Family YMCA Triathlon	6/23	Ormond Beach Family YMCA 5K	12/1
Team RWB Freedom 4 Mile Beach Run & Walk	7/1	Jinglebell Jog 3K Fun Run & Walk	12/7
Port Orange Family YMCA Triathlon	7/21	Bulow Woods Trail Race & Ultra Marathon	12/8
Colorific 5K	9/1	Holiday Bridge Challenge 5K	12/22

LYLWseries.com

Pricing varies by event.



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GIVING CREDIT WHERE CREDIT IS DUE



Ashley Bigg
Regional Vice President, VyStar Credit Union

VyStar Credit Union expanded its branch network into Volusia County with its first branch opening in Ormond Beach in 2016. VyStar's second branch opened shortly after in Port Orange; and its third location opened in November in Daytona Beach. Plans call for additional branches in Volusia County late this year.

VyStar's partnership with Team Volusia reinforced the decision to expand its branch network into Volusia County. The Team Volusia staff helped VyStar see the positive direction in which Volusia County is moving. VyStar's Regional Vice President Ashley Bigg is an active member of the TVEDC Executive Board. She is a strong advocate for Volusia County and continues to play a key role in helping VyStar become an active partner in the community.



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A PASSION FOR COMPASSIONATE CARE



Ed Noseworthy
President, Florida Hospital Memorial Medical Center

Florida Hospital Memorial Medical Center provides world-class care in a community-focused environment. President and Chief Executive Officer Ed Noseworthy's entire career has been dedicated to caring for others. As a devoted member of the community, Ed's commitment to serving others extends beyond the state-of-the-art hospital he leads. He is actively involved in a variety of community initiatives including serving as a member of the Executive Board of Team Volusia Economic Development Corporation. With a passion for compassionate care, Ed provides unwavering support to those in the care of Florida Hospital as well as those working hard for the betterment of the community.



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INVESTOR SPOTLIGHT

HELPING MORE PEOPLE LIVE LIFE WELL



Bob Williams
Population Health Business Developmentt, Halifax Health

Bob Williams is all about community, so it is no surprise that he serves our community health system, Halifax Health. After a successful career at IBM and Citrix Systems, he returned to Volusia County to Chair the Computer Science and Technology department at Daytona State College. He then served the college as Senior Vice President for Economic Development, before joining Halifax Health. Bob remains deeply engaged in economic development, including serving on the Team Volusia Executive Board and the boards of other community organizations. But no matter which organization he is serving, he promotes Volusia County as a great location for business and industry with a remarkable quality of life.



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THE BEST SUCCESS IS SHARED SUCCESS



Jim Chisholm
City Manager, City of Daytona Beach

Jim Chisholm is a veteran of municipal management. From his early days as assistant county administrator for Leon County, to his tenure as county administrator in growing regions of Florida and Texas, he has helped communities survive, thrive and deal with the complexities of growth. Having served as City Manager of Daytona Beach since 2004, he has seen great change in his city and throughout Volusia County. One major change is the community's success in economic development, not only in Daytona Beach, but throughout the Volusia County. He helps engineer that success as a member of the Executive Board of Team Volusia. He recognizes that success anywhere in Volusia County contributes to the success of Daytona Beach.



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TABLE OF CONTENTS

EVOLVE Business & Professional Magazine February 2018

In Every Issue

10

Chamber Calendar

11

From the Chair & President

12

From the Editor

24

The Road Ahead

Features



Cover photo by Greg Hunter

On the Cover
J. Powell Brown,
CEO and President
of Brown & Brown

14

Brown & Brown:
Building a Forever
Company and
a new HQ in
Downtown Daytona

13



Q&A with CEO & Founder of
Family First Health Center,
Dr. Delicia Haynes

18

All in the Family:
Creating a Business to Last
for Generations

27



Highlighting Chamber
Members with 25+ Years
in Business

30



Remaining Relevant: What
Businesses Can Learn from
the Areas' Institutions of
Higher Learning

”

*If the
community
where your
teammates work
is attractive,
they will want
to work there
and grow
personally.* page 14

34



History of Volusia County
Higher Education

37



The Chamber of The Future

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**BI-MONTHLY
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CONNECTIONS GROUPS**

Enhance your business development capabilities, gain facilitated referrals, and build strategic relationships. Contact Membership Director Jami Gallegos at 386.523.3680 for more information. Please note: RBC groups now meet on the first and third week of each month.

Tues

****Regional Business Connections "North" Group – Ormond Beach Family YMCA**
8:00am - 9:00am
500 Sterthause Dr., Ormond Beach

***Regional Business Connections "South" Group – Houligan's**
11:45am - 1:00pm
1396 Dunlawton Ave., Port Orange

Wed

***Regional Business Connections Group – Daytona Regional Chamber Offices**
12:00pm - 1:00pm
721 Ballough Rd., Daytona Beach

Thur

*****Regional Business Connections Group – Daytona Regional Chamber of Commerce Board Room**
12:00pm - 1:00pm
126 E. Orange Ave., Daytona Beach

Fri

***Regional Business Connections "Southwest" Group - Sugar Mill Country Club**
11:45am - 1:00pm
150 Clubhouse Cir., New Smyrna Beach

KEY

* RSVP to Jami at 386.523.3680 or Jami@daytonachamber.com

** RSVP to Ken at 386.523.3675 or Ken@daytonachamber.com

*** RSVP to Nichole at 386.523.3677 or Nichole@daytonachamber.com



Visit the Daytona Regional Chamber website at DaytonaChamber.com for more information and registration options for these events.

CALENDAR
Feb
20 Tues

**** Business After Hours – Keiser University**
5:30pm–7:30pm | Cost is \$10 for Chamber Members with 24-hr advanced RSVP, \$15 day of event, and \$35 for Non-Members
1800 Business Park Blvd., Daytona Beach

22 Thur

**** 98th Annual Dinner Meeting Presented by Halifax Health**
Keynote speaker: Lt. Col. Oliver North
5:30pm–9:00pm – Ocean Center | Cost is \$125 for Chamber members, \$175 non-members
101 N. Atlantic Ave., Daytona Beach

23 Fri

**** Nonprofit Roundtable Development with Preston Root**
8:00am-9:30am | Cost is free to nonprofit chamber members
126 E. Orange Ave., Daytona Beach

Mar
8 Thur

**** Eggs & Issues – LPGA International**
7:30am–9:00am | Cost is \$15 for Chamber Members with 24-hour advanced RSVP, \$20 day of event, and \$30 for Non-Members. Sponsored by UCF Daytona Beach, Daytona Beach News-Journal, and Charter Spectrum
1000 Champions Drive, Daytona Beach

9-18



77th Annual Bike Week Festival
The "World's largest Motorcycle Event®" happening throughout the Daytona Region – visit officialbikeweek.com for complete details and a chance win the official motorcycle. Contact the Daytona Regional Chamber at 386.255.0981.

20 Tues

**** Business After Hours – (Location TBD)**
5:30pm–7:30pm | Cost is \$10 for Chamber Members with 24-hr advanced RSVP, \$15 day of event, \$35 for Non-Members

Apr
12 Thur

**** Eggs & Issues – LPGA International**
7:30am–9:00am | Cost is \$15 for Chamber Members with 24-hour advanced RSVP, \$20 day of event, and \$30 for Non-Members. Sponsored by UCF Daytona Beach, Daytona Beach News-Journal, and Charter Spectrum
1000 Champions Drive, Daytona Beach

17 Tues

**** Business After Hours – (Location TBD)**
5:30pm–7:30pm | Cost is \$10 for Chamber Members with 24-hr advanced RSVP, \$15 day of event, \$35 for Non-Members

May

10 Thur

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1000 Champions Drive, Daytona Beach

15 Tues

**** Business After Hours – (Location TBD)**
5:30pm–7:30pm | Cost is \$10 for Chamber Members with 24-hr advanced RSVP, \$15 day of event, \$35 for Non-Members

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FROM THE CHAIR & PRESIDENT

2018 has arrived and many of you have likely started the year with a plan in mind. It's funny how when the calendar year changes, we give ourselves permission to reset and refresh for the year ahead. In this issue of *EVOLVE, Here Today, Here Tomorrow: Building Successful Businesses Over Time*, we congratulate and celebrate those who have survived multiple generations in their family business and those who realize the importance of building a sustainable plan for their business. What a wonderful example we have as the lead article in this issue as Brown & Brown execute their vision for not only their company but for our community.

No matter what the size of your business, it is very important to take time to think about your business goals. Much of the success we hear about with businesses that have survived the start-up phase or made it through economic downturns have one thing in common, they have documented their goals in a written plan.

Here at the Chamber, we have an annual business plan that serves as our roadmap to keep our hundreds of committee volunteers focused on the Chamber's mission during the year ahead. In addition, we look out into the future of our community to make sure we stay relevant and focused on issues and opportunities that will impact the success of our members. We do this through a three-year Strategic Plan.

Plans can take on many forms depending on the scope and size of the business. Some will be very detailed and professionally produced, while others will be a one page plan, simply outlining a few strategic priorities that will lead to success. Regardless of the complexity or the formal nature of the plan, you cannot just produce it and put it away until the end of the year and then wonder why you didn't meet the goals. Plans need to be looked at regularly through the course of your planning timeline, and those plans that include accountability and measurable goals will be the most successful.

There are many resources available to help you develop a business plan that will lead you to success. It might be a consultant with years of success in building businesses, a local college or university, the Small Business Development Center or SCORE.

Your success is important to a vibrant and growing business community. Our hope is that one of these stories inspires you to develop a plan that will ensure your continued presence in our community for years to come.



SKIP LILLY
 Chairman
 Daytona Regional Chamber of Commerce
 Vision H.R., Inc.



NANCY P. KEEFER CCE
 President & CEO
 Daytona Regional Chamber of Commerce

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FROM THE EDITOR

As we began planning the Green Business and Sustainability Issue, published in November 2017, we found that the members of the Editorial Advisory Committee did not have a shared understanding of what was meant by “sustainability.” Discussing it to reach agreement, we decided that we needed to publish an issue that looked beyond ecological and environmental sustainability to the challenge of building businesses that lasted over time – “sustainable businesses.” Mike Jiloty, a member of the committee proposed the theme – *Here Today, Here Tomorrow*. The result is the issue you hold in your hands.

Our cover story is extremely unique. While most of us are aware that Brown & Brown is one of the largest insurance companies in the world and is located here in Daytona Beach, we are probably not aware of the vision of J. Powell Brown, the firm’s president and CEO. His vision is to build a “Forever Company.” In the article, you will learn about his strategies to build a sustainable business: invest in your people and community, encourage entrepreneurship and an ownership culture within the company, take risks and learn from failure, work hard, be disciplined, focus on the fundamentals, do it your way, and strive to anticipate what could be around the corner. Good advice for all of us seeking to sustain our businesses over time.

Another feature article, “All in the Family: Creating a Business to Last for Generations,” is a must read for all family owned businesses. The Family Enterprise Center at Stetson University guides family businesses through transition and growth. Learn more from this article.

On page 27, the Chamber recognizes members who have continuously maintained their membership for 25 years or longer. A very loud “shout-out” to Hayward Brown Insurance, at 77 years the longest continuous member of the Daytona Regional Chamber of Commerce.

We also looked at two industries and the trends they are experiencing. Higher Education sustainability is a significant benefit to our county with 397 years of collective educational experiences. Read the article on page 30. Also, our Q&A on page 13 with Dr. Delicia Haynes outlines new strategies being explored in the healthcare industry. Are they sustainable?

Our next issue, scheduled for publication in May, will explore “Diversity in Business.” If you own a business that you feel is a leader in client, supplier or employee diversity or if you are a woman, minority or veteran owned business and you have a story to tell, send us an email at editor@evolvedaytona.com. We love good stories!



Howard M. Holley

HOWARD M. HOLLEY
Publisher and Editor, EVOLVE

CONTACT US

Editor@EvolveDaytona.com



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EVOLVE

BUSINESS AND PROFESSIONAL MAGAZINE

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Q & A

WITH CEO & FOUNDER OF FAMILY FIRST HEALTH CENTER

Dr. Delicia Haynes

by **Elesha Mavrommatis**



If you want your business that's here today, to be here tomorrow, embracing change is key. Dr. Delicia Haynes, CEO & Founder of Family First Health Center in Daytona Beach answered our questions about the Direct Primary Care movement and how implementing this innovative model of care has changed her business.

Tell us about the "Direct Medical Care" movement and why you made the decision to transition

your practice into this model of care?

Direct Primary Care (DPC) is an innovative way of providing highly personalized primary care and simplifying health care delivery. Patients sign up as members to a DPC clinic and get unlimited primary care services (physicals, sick visits, chronic disease management, well-woman exams, etc.) at a predictable monthly investment. There are no co-pays, deductibles or insurance hassles. Our patients enjoy same or next day appointments, longer 1:1 time with the Doctor, convenient virtual visits and more. It even includes basic lab work!

Do you believe this is the model of the future and if so, why?

I believe this model of providing direct care is the future of health care delivery. When we are able to cut out the "middle man" for routine primary care, we can lower the cost of care, increase cost transparency, and keep the patient in charge. Insurance is important to have for unexpected catastrophic events (i.e. hurricane damage, car wrecks, major surgery), but it's not needed for more routine life events (i.e. broken windows, oil changes, sinus infections). When you file insurance claims for every little thing, it drives up the cost. Health insurance is not health care.

Even specialists like the Oklahoma Surgery Center are offering transparent fee schedules available online www.surgerycenterok.com.

What were the business decisions that led you to move to this model of care?

In 2014, I was at a crossroads. The area's largest insurance company threatened a 40% pay cut and my biller was pouched by a larger organization. I knew in order to stay in business I would either have to double the number of patients I saw per day, fire staff, sell to a larger organization and risk not being able to practice medicine in line with my values, leave clinical medicine altogether, or change my business model. I had built an outwardly successful

fee-for-service insurance based practice but was feeling like I had to work for the insurance companies instead of for my patients. In 2015, I took a stand for the doctor patient relationship and became the area's first Direct Primary Care Clinic.

How does providing this model of care impact the way you run your business?

DPC has greatly simplified the running of the practice and enhanced the patient and employee experience. Member fees are sent monthly and patients have enhanced access to the clinic. We spend 30 minutes to an hour with patients. DPC reduces the need for administrative overhead. The business side of medicine is running in the background and providing top quality care is our #1 focus.

How are you planning for growth?

We are planning to grow by adding satellite locations and additional doctors as our membership grows. Members are surveyed on what they want and those results fuel additional services. We have partnered with area businesses to provide high quality comprehensive primary care for their team that is cost effective. Business owners can offer our service as a meaningful health benefit allowing them to attract and retain talent, decrease absenteeism, increase productivity, create a healthier workforce, and decrease their overall health care spend. Employees can get care without having to leave work.

What factors will allow you to be successful over time?

Keeping the patient-doctor relationship at the forefront keeps us successful. I draw on the negative experience I had as a patient to create the type of practice I wish I had. We are fierce patient advocates. At the end of the day, people want to know that you are going to take care of them. We are tired of spending a lot on health insurance and not being satisfied with our health care.

What other emerging trends do you see in the way in which medical care is delivered?

Tech should never fully replace touch, but I see that we will continue to leverage technology to enhance care. Wearable devices allow for easier transmission of data to physicians who can then intervene early on. It can also improve accountability and communication in between office visits.



Elesha Mavrommatis is the Managing Editor of *EVOLVE* Business and Professional Magazine. She launched her career at ABC News in New York before moving to the non-profit arena as a front line fundraiser, grant writer and communications manager. She is currently working as a freelance writer and consultant to non-profits.

COVER STORY

BROWN & BROWN

BUILDING A *FOREVER* COMPANY AND A
NEW HQ IN *DOWNTOWN* DAYTONA

by **Howard Holley**

If you want to build a company that lasts over time, why not start by building a “forever” company?

The question, of course, is how do you become a forever company? I sat down with J. Powell Brown, CEO and president of Brown & Brown, Inc. to get his thoughts about building successful businesses over time. Brown & Brown is head-quartered in Daytona Beach and over the past 79 years has grown into the sixth-largest insurance company in the U.S. — and the world.

Brown shared with me his concept of building a *forever* company. According to him, there are six keys:

TEAMMATES, NOT EMPLOYEES

First, change your mindset about your workforce. Don't think of them as employees but rather, as your teammates. By doing this you will work better together, like a sports team, like a Miami Heat or Marlins. Or like the Orlando Pride women's soccer team.

It is important to make this shift in how you think of your people because they are your most vital asset for short-term and long-term growth.

“At Brown & Brown, it's all about the people,” Brown said. They have 8,600 teammates, and they view them as a huge benefit. “We want the best people on the field at all times,” he said.

It's also a challenge.

“Our success depends on our ability to continue to attract, retain, and reward high quality teammates” for the headquarters in Daytona Beach and offices across the country and overseas, Brown said.

ENTREPRENEURIAL SPIRIT

The second key for long-term success is to nurture a culture of entrepreneurship throughout the company. “If you empower the teams in each of your offices to chart their future growth at the local level, they will feel inclined to try out new things, test ideas, be innovative and experiment with change,” Brown said.

By doing this, your teams will work more like startups. They will become engaged in the business and its success, and your company will be able “to draw upon all these capabilities across the entire organization,” he said.

Another way to build entrepreneurial spirit in your team is to promote an ownership culture. “At Brown & Brown, nearly 30%

of the company is owned by our teammates. They have a vested interest in the company's success. The better their performance, the better the company does and the better their shares do,” says Brown.

With an ownership culture, Brown believes teammates will go out of their way to keep customers satisfied. In fact, Brown & Brown has “directors of first impressions” as receptionists, a reflection of how involved they feel in working to be a part of the company's growth.

FOCUS ON THE BASICS

The third key to building a sustainable business is to focus on the fundamentals of what you do and who you are. When people ask Brown what he does for a living, he tells them that he sells insurance.

“That's what I do,” he said. “I'm an insurance salesperson that does a number of other things during the day. I will always be an insurance salesperson.”

A great example of focusing on the basics is Vince Lombardi, the legendary football coach. In 1961, he gave a pep talk to his Green Bay Packers team on the first day of training camp. The team had returned from the break after squandering a fourth-quarter lead to lose the NFL Championship the previous season.

What did Lombardi tell them?

“Gentleman,” he said, holding up a pigskin. “This is a football.”

He went on to go over the basics of playing football with his players, from blocking to passing and tackling. The result? The Green Bay Packers went on that season to beat the New York Giants 37-0 to win the NFL Championship.

The lesson is simple. Excel at the fundamentals — that which everybody else takes for granted — and you will have a greater chance of long-term success.

That's what happens at Brown & Brown. If you ask any senior leader in the company, they'll tell you the same thing: they sell insurance. “That's just who we are,” Brown said.

BUILD COMMUNITY

The fourth secret for success is to invest in your community. According to Brown, “If the community where your teammates work is attractive, they will want to work there and grow

A man with short brown hair, wearing a light blue checkered dress shirt and a pink tie with dark blue and white diagonal stripes, is seated at a dark wooden desk. His hands are clasped together on the desk. He is looking slightly to his left with a neutral expression. The background is a plain, light-colored wall.

”

*If the community
where your teammates
work is attractive, they
will want to work there
and grow personally.*

J. Powell Brown
Brown & Brown, Inc, CEO and President

Photography by Greg Hunter



| Architectural rendering of the new Brown & Brown corporate headquarters and campus

personally. More people will want to come, and this will have a positive impact on local businesses, schools, restaurants and the housing market. It will also widen your pool of potential teammates as the company grows."

Brown & Brown is doing this in Daytona Beach, where Brown's grandfather started the company in 1939. They're building a 10-story, \$25 million corporate headquarters and campus downtown. It's part of the company's strategy to increase annual revenue to \$2 billion, up from over \$1.8 billion in 2017 and is a major investment in the community.

The company plans to create 600 jobs over the next five years, and to do this there needs to be a community with the amenities to attract future teammates to live there. There needs to be arts, culture, good schools, a low cost of living, and a good lifestyle.

Brown & Brown is a part of the community and must not only be "good corporate citizens," but also "good citizens in our communities," Brown said.

LEARN FROM FAILURE

Another key for long-term success is to understand that you are going to fail - probably often.

Brown says, "You must understand that failure will happen, but you mustn't let that stop you. If you fall, get back up. To grow you must take risks, and each risk poses the possibility of failure." However, Brown believes that as you take risks and learn from overcoming challenges you will be better prepared to know what it takes to be successful.

"It's not a question of *if* you're going to hit a bump in the road," he said. "It's a question of *how* you get back up off the street when you hit the bump, and if you hit more than one then how do you get back up and get back up again, and again, and again."

This attitude will better prepare you for the challenges of growing a business over time rather than worrying about each bump. It's also helpful. According to Brown, "The best way to learn is the hard way."

He speaks from experience. When he became president of Brown & Brown in 2007, it was the first year in the history of the company that it shrank. It did not grow organically, and that

continued for five years as the economy suffered. But looking back, Brown said it was something that he and the company had to go through. And the experience made him a better leader.

When business is down, he's learned to press on and learn from mistakes. He has found the best way to push forward is to strive "to execute better each and every day," and to make those tiny gains that will add up to a more significant win.

It's a strategy made famous by Woody Hayes, another celebrated football coach. In his days at Ohio State, his conservative style of offense was often described as "three yards and a cloud of dust." Each time the ball is snapped, the strategy is to advance three yards and gradually the team will muscle forward to reach the goal line.

ANTICIPATE CHANGE

Brown's sixth key to building his *forever* business is "being able to see around that corner" and "to anticipate things that may or will occur in all kinds of situations."

This is a vital trait, especially today, because every business must adapt to the constantly changing needs in the marketplace as the threat of disruptive technologies hit most, if not, all industries.

But how can you see around the corner and how do you know if you are ready for tomorrow?

Brown's advice is "Experience is the best way. Over the years, your team will hone its ability to anticipate what could happen," Brown said. "It's not easy to foresee challenges, but if you embrace failure and keep moving forward, your company will advance three yards and then another three."

When growing your company, Brown believes another important question to ask is how do you handle failure?

In sports, you win or you lose, but you can learn more from losing, Brown believes. When his four children lose a soccer game, he said they're bummed. But he tells them that they can learn "something more valuable" than when they win. In business, more is at stake, of course. There is the risk of losing your savings. But you still have to take risks to grow — and you still have to face the challenges, the ups and downs, he said.

If you are disciplined and conduct business according to your principles, then you will advance over the long term. It may be hard, and there will be many voices saying do it another way, but you must believe in yourself and "do it your way."

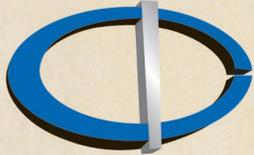
This *forever* company strategy has worked for Brown & Brown. As the economy recovered, business improved and the company has done more acquisitions. Brown & Brown has grown revenues from just under \$1 billion in 2010 to over \$1.8 billion in 2017 — an 80% increase.

How? It takes "a lot of hard work, a lot of discipline, a lot of hiring the right people," Brown said. That's what he believes is at the core of building a *forever* company. 🌿



Howard Holley is President & CEO of The Holley Group. Holley is also editor and publisher of *EVOLVE* Business and Professional Magazine.

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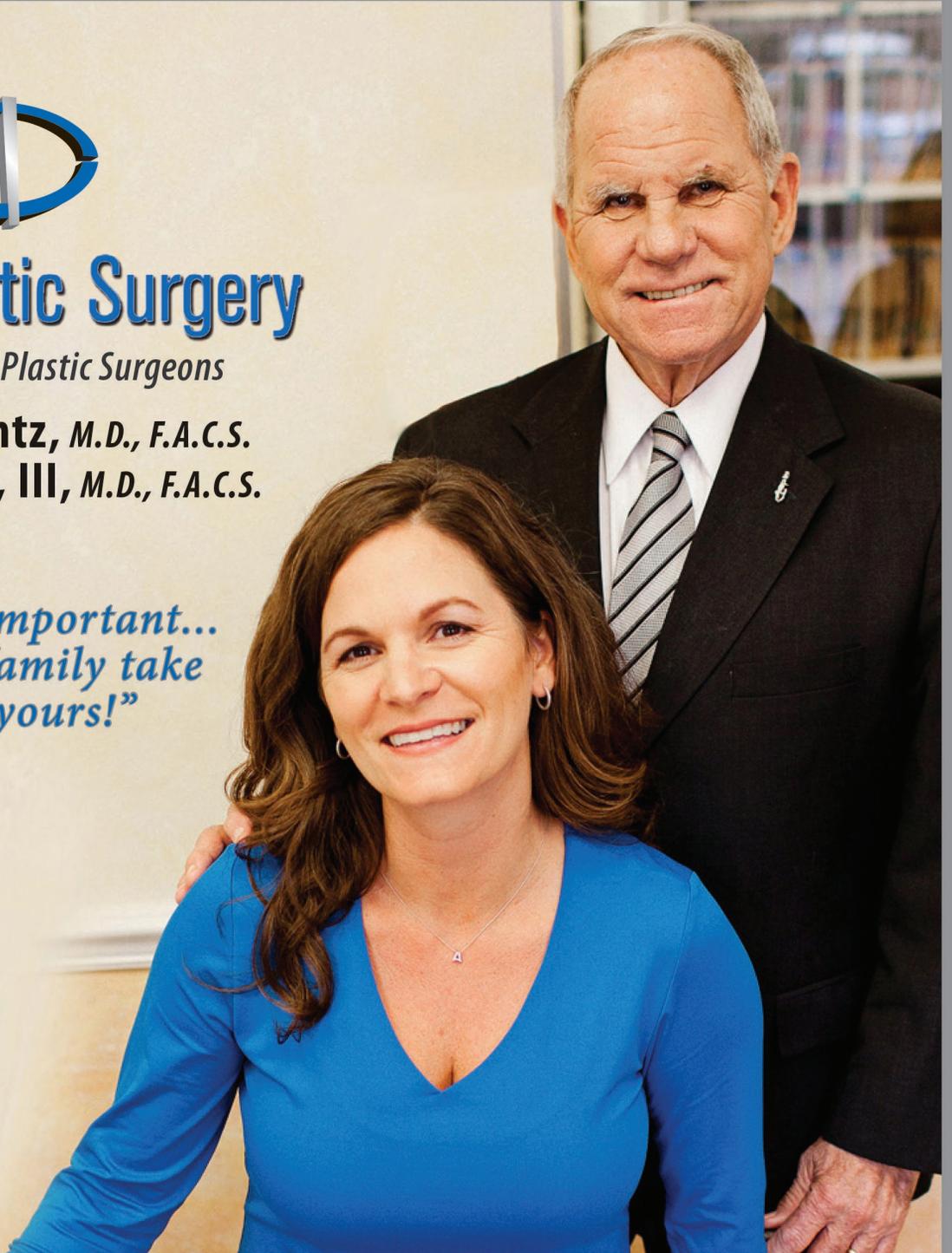
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According to the Volusia County Economic Development office, there are nearly 14,000 businesses in Volusia County. Yet, the reality in the small business world is that not all will survive. In fact, it's estimated by the Small Business Administration that roughly 400K businesses are opened and 400K close each year nationwide. The difference between what helps a business to thrive and what causes it to dive, doesn't come down to just one thing. There are multiple ingredients in the recipe for business longevity. This is especially true when it comes to businesses that are handed down from one generation to the next.

LASTING GENERATIONS

There's something special about a business that stands the test of time. When a business lasts long enough to be handed down to the next generation it not only means it is being run well, but also means that it has beat the odds.

According to the Family Enterprise Center at Stetson University, a program that guides family enterprises through transition and growth, between 70-80% of all businesses worldwide are family owned. Yet only 30% of them make it to the second generation

family businesses have strengths they need to exploit while others have weaknesses they need to reduce.

"For family-owned businesses, leadership excellence is linked to the legitimacy and longevity of the leader," he adds. "As companies and the families that own them grow, the actors and interests inevitably multiply and it becomes necessary to build an efficient governance that allows for the separation of issues and the unification of the voices of the family, stakeholders, and management."

One of the issues analyzed by the Family Enterprise Center is the necessity for family firms to articulate a vision that is deeply rooted in the values of the family and the culture of the firm. In addition, they must work to create a strategic map, to make decisions about required investments, and to establish the governance needed for the supervision of the execution of the transition.

"This is a planning exercise that needs not be as cumbersome as for publicly owned companies, added Daudel, "but unavoidably needs to include succession planning scenarios."

Those businesses that make it long term and can be passed

ALL IN THE

by **Jacqueline Bodnar**

and only 12% make it to the third generation. As Sylvain Daudel, director of the center, points out, that 12% may not be a bad figure after all, when you consider that two generations are equivalent to approximately 50 years. This also doesn't mean that the rest of the businesses failed along the way.

"Sometimes, it can be that the next generation is not interested in taking over and the family decides to sell or close the business," he explains. "Challenges abound for the family business, and the succession theme is often the most critical. There are three words that come to mind: communication, communication, communication."

He shares what he refers to as the "triple requirement" that is needed by modern family businesses to survive long term. These include having a competitive imperative, leadership excellence, and an efficient governance. Competitive imperative, he explains, means not only creating sustainable competitive advantage, but also taking into account the singular characteristics of family firms. Some

down to another generation may have some challenges without proper planning. It's important for leadership to plan early for the transition to the next generation, to organize and share both their vision and their plan with those involved in the change, to properly prepare the next generations for their future roles, and to communicate with openness and honesty.

SECRETS TO SUSTAINABILITY SUCCESS

Businesses with staying power are committed to their customers, able to adapt and change to meet needs and desires, and have the foresight to see the value in having dedicated employees. It is also important that good communication is a priority so that everyone knows what the expectations and long term plans are.

One local business that has benefited from good communication and has had long term success is Cunningham Oil. The company, which was started in 1928, is in its fourth generation and is going strong. When the business started out, it consisted of one truck



| Stacy Cunningham Welch (2nd row, center) with the Cunningham Team

to stay up front and honest with our customers and our employees. We don't always agree 100% of the time, but if we can agree to disagree then we know we are strong."

Many employees have been with the company for at least 10 years, and several for over 20. Entering a field that has traditionally been dominated by men, and being able to bring her own style

family.

CREATING A BUSINESS TO LAST FOR GENERATIONS

for gasoline and fuel distribution. Today, they sell fuel oil and air conditioners and they have both a full service department and a branch that services propane customers.

In April 2012, Stacy Cunningham Welch, took over as president of the company following her father's death. Starting at the bottom of the company in 2009, she worked with every technician and employee to learn and understand their skill set and responsibilities. While there was no long term plan underway to ensure a smooth transition, her father had a solid team of key personnel that became her transition team and helped her successfully navigate through the challenging time.

"I learned to listen from my dad. Don't just react, but really pay attention to all of the moving parts," she says. "It's important

and ideas to the company were challenges that she was met with and overcame.

"We kept much of the foundation that was built, but also added some new ideas for growing," she says. "We've taken advantage of social media to enhance our footprint. We've utilized technological advances to streamline our dispatching and billing software."

CARING FOR CUSTOMERS

Business longevity goes hand-in-hand with great customer service and strong ties to the community. Cunningham's great grandfather, for example, was at one time the Mayor of Daytona Beach, and her father continued setting that example of being

involved in the community. From winning the Holly Hill Corporate Citizen of the Year award to serving on various boards in community groups, he helped to weave a tight knit connection around the county.

Getting to know the people you serve and being a part of the community strengthens the bonds, creates loyal customers, and helps you keep a pulse on what the people want and need.



| Sheryl Cook, Owner of Tom Cook Jeweler

“Our emphasis is on customer service as well as involvement in the community,” explains Sheryl Cook, owner of Tom Cook Jeweler in Daytona Beach. “Our family has continued to believe that customer service is key to being a successful business and that you give of your time, talents and treasures to the community that supports you.”

Tom Cook Jeweler has been in business for 125 years. They were also one of the businesses that received major damage during Hurricane Irma, and despite that challenge, they keep going strong.

“The best part of being 125 is growing with our customers, and evolving to meet the needs of the new generations,” added Cook. “Being a multi-generational company has helped us to maintain classic styles with modern sensibilities in fitting with our customers’ tastes.”

GOING WITH THE FLOW

Brian Dawson, chief executive officer of SilverSphere, located

Sources:

<https://www.sba.gov/sites/default/files/advocacy/SB-FAQ-2017-WEB.pdf>; John S. Anderson Chapter Chair / Certified Mentor; Sheryl Cook Tom Cook Jeweler; Sylvain Daudel Director Family Enterprise Center; Brian Dawson SilverSphere; Stacy Cunningham Welch, president, Patricia Culler, owner, Cunningham Oil

in Daytona Beach, knows all too well how important being able to change and adapt is to business sustainability. The company, started in 1945, has always focused on technology. They started out producing coin operated chairside radios for hotel chains across the country. As times changed, so too did their offerings. If they hadn’t stayed ahead of the curve, they would still be making AM radios.

Dawson, who found the transition to taking over the family business to be smooth, did something that may surprise many – he hired a president to run the daily operations of the family business.



| Brian Dawson, Chief Executive Officer of SilverSphere

“People give me a lot of credit for making a bold decision on that, but honestly it wasn’t planned,” he says, referring to his decision to hire Tom Hurlburt, current president of SilverSphere. “When the opportunity presented itself, I was smart enough to recognize that Tom was exactly what our company needed to take us to the next level. I knew Tom had the skills and talents that I didn’t.”

Even though he felt the move was the right decision to sustain the company, he still wrestled internally with his choice. He questioned having an outsider run the family business, and he worried about resistance from his employees, some of which had been with the company over 20 years. Yet what he found was that there was zero resistance to the change and everything he had been concerned about turned out to be a non-issue.

“There are three things that are the secret to long term success,” shares Dawson. “Great employees, creating an entrepreneurship culture, so the CEO is not the only one continually thinking about what’s next, and just enough luck to keep you humble.”



Jacqueline Bodnar is a Volusia County-based writer, who has a master’s degree in professional writing, has had over 3,000 articles published around the world, has written seven books, completed thousands of copywriting projects, and owns several blogs. She can be reached at: www.JacquelineBodnar.com.



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SECURING FLORIDA'S FUTURE

by **Dr. Jerry D. Parrish**

As the Chief Economist for the Florida Chamber Foundation, my job is to look two to thirty years toward the future and map out the challenges and opportunities facing Florida. Through the Florida Chamber Foundation's Six Pillar Framework, businesses can take an active part in measuring Florida's progress toward creating economic prosperity and high wage jobs, remaining globally competitive, and fueling vibrant and sustainable economies.

It's in the spirit of measuring our state's progress that the Chamber Foundation has dedicated the past two years to research known as Florida 2030. This project, led by Florida's business community, is a once-in-a-decade strategic plan for Florida that goes beyond our state's immediate needs and instead asks, what does Florida need to do between now and 2030 to remain competitive, to continue to grow and succeed, and to protect our state's unique quality of life?

In this process, the Florida Chamber Foundation has visited all 67 counties in Florida and has received input from more than 10,000 community, industry and business leaders. And from our research we can see two main things. First, most Floridians have a positive outlook on the future of our state. Second, the quality of life we have in Florida is a reason many people came here and is a definite competitive advantage that Florida enjoys over other states.

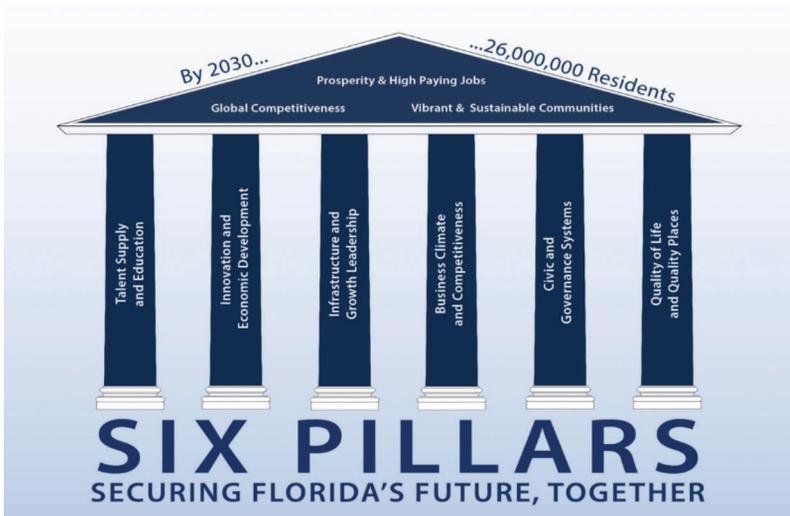
Preserving Florida's quality of life is not only important to the people that live here now – it will be an even more important part of securing Florida's future. The question then becomes - how can we be competitive and also pass on a state that can sustain itself to future generations?

We should invest in our people.

One way we can do this is to help ensure economic opportunity. This can be done by creating opportunities for better education and training and working to



**THE
ROAD
AHEAD**



retain the Floridians we train. Better access to opportunities helps create a labor force that allows Florida businesses to expand and attracts more high-wage jobs to our state.

But, according to our recent Less Poverty, Through More Prosperity report, Florida is home to nearly 870,000 kids under age 18 who live in poverty. Most recent data shows that in Volusia County alone there are 18,188 kids living in poverty – that’s one

out of every 5 kids. Research shows that children growing up in poverty are more likely to never finish high school, more likely to have a disability, more likely to never improve their economic circumstance, and more likely to stay in the cycle of generational poverty.

Nearly 1 in 5 Florida high school students will not graduate from high school this year. And in Volusia County, of the 4,760 kids in the cohort that could have graduated from high school in 2017, 1,141 did not graduate with their peers. While some will graduate, get GEDs, go on to higher education or get workforce training – many are already behind their peers and many never catch up.

There’s a reason these statistics matter to our state.

During a recent speech that I gave to Florida’s business leaders, I told this story – if you could only give me two data points to predict the future of any county in Florida I would pick the high school graduation rate and the under-18 poverty rate. The reason I chose those two data points is that improvements in these two numbers will predict improvements in many other numbers including, but not limited to, education levels, poverty levels, disability numbers and future workforce readiness.



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Instead of training people to get jobs, our future may require a higher emphasis on training people to create their own jobs.

Florida's businesses are the key to finding the solution.

In the case of creating economic prosperity and breaking the generational cycle of poverty, Florida's business community understands that children in poverty today are the workforce of the future. Smart investments today to help break the cycle of poverty can result in multiple generations becoming self-sufficient.

Research also shows us that the path with the highest probability way to wealth is for people to create their own businesses. If we could train more people in entrepreneurship, we could grow more jobs in every region in our state. Instead of training people to get jobs, our future may require a higher emphasis on training people to create their own jobs.

When I analyze our economy and think about our path toward the future, I often think about what type of state we will

be leaving to the next generation. What I have concluded is that when we improve the level of knowledge, entrepreneurship, and skills of Floridians to the point where companies don't need to look anywhere else – that's when we know we have been successful and that Florida's future will continue to be bright. Florida 2030 is the research lighting the path toward solutions. Florida's businesses community has shown up and is taking a leading role in investing in making our future brighter. 



Dr. Jerry D. Parrish is the Chief Economist and the Director of Research for the Florida Chamber Foundation. In that role, he is responsible for conducting in-depth analyses on the Florida economy and on solutions to help secure Florida's future. Dr. Parrish is currently an Adjunct Instructor in the Masters in Applied Economics Program at Florida State University. He regularly publishes research reports and articles on the Florida economy and Florida's competitiveness.

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By examining external trends related to areas of influence such as demographics, the economy, the environment and energy, learning, politics and technology, a college can anticipate and respond more effectively to the communities it serves.

REMAINING RELEVANT: What Businesses Can Learn from the Areas' Institutions of Higher Learning

by **Harry Russo**

Like any other business, long-range planning is key to guiding our area's colleges and universities into and through the future. By examining external trends related to areas of influence such as demographics, the economy, the environment and energy, learning, politics and technology, a college can anticipate and respond more effectively to the communities it serves.

View the strategic plans of any of Volusia County's higher education institutions and one will note a commonality in the core values of each – a dedication to developing key community partnerships, instilling a global perspective in their students, and adapting to inevitable internal and external change. It's how our area's institutions have historically maintained their relevance and value to their communities and constituents, as well as what guides them toward futures measured by continuous improvement.

Take, for instance, the area's oldest institution, **Stetson University** in DeLand, which since its founding 134 years ago has been growing and adapting its mission in pace with a onetime Central Florida frontier turned major regional economic hub.

Stetson has been a pioneer in business education since 1897 - longer than any other Florida higher educational institution. Students move beyond theory, into the practice of modern business - researching existing and emerging markets in the Americas, Europe and Asia.

Since being founded in 1900 as Florida's first law school, Stetson has prepared students to become highly skilled, ethical lawyers and leaders. The school is ranked #1 in trial advocacy and #4 in legal writing education by U.S. News & World Report, and leads the nation in blending legal doctrine with practical training.

Additionally, Stetson was the first university in Florida to authorize an independent student newspaper, the first to admit women into its College of Law in 1908, and the first private, non-HBCU university in Florida to integrate in 1962.

In addition to using strategic planning as a tool for continuous improvement, the university in 2011 launched a yearlong community wide examination of its core values to determine if they were aligned with its institutional mission and vision. It focused on diversity, spiritual life, community engagement and ethics, to name just a few issues, and resulted in three updated values statements centered around fostering personal growth, global citizenship and intellectual development in Stetson's students.

"Focusing on our core values, we have created a welcoming and inclusive university, where students can pursue a course of study knowing that faculty and administration are dedicated to their development and their future," said President Wendy B. Libby. "We fully expect that our students will make great contributions to their communities and the world after they leave Stetson, and every year they have met that expectation."

Just as sustainability in business is not always a smooth road, so is the journey toward excellence in higher education. On Volusia's eastside, **Bethune-Cookman University** has held tight to the vision of its founder, Dr. Mary McLeod Bethune, despite some recent imbroglios along the way for the 113-year-old institution.

BCU recently realigned its strategic priorities as it sorts through internal setbacks the school's interim president, Dr. Hubert L. Grimes, has suggested caused BCU to "fall short of the spirit of excellence that Dr. Bethune so proudly brought to this institution."

"But today is a new day. And today marks a new start," he notes in the university's revised strategic plan. "Our challenge as an institution is to make this plan a living, breathing document to ensure that we become the university we want to be in 2018. To that end, the strategic plan is a starting point in an ongoing process of change, adaptation, and continuous improvement."

BCU plays a unique historical and cultural role in Daytona Beach's midtown area and the local economy. In its revised strategic plan, the university is striving to "further reinvent itself in a new and rapidly changing world," and has committed to improving core processes, balancing costs and maximizing its academic resources.

Perhaps there is no better institution of higher learning where continuous improvement and technological advancement are more critical to remaining relevant and sustainable than at **Embry-Riddle Aeronautical University**. What started as a simple plan to train pilots and cash in on a booming post-World

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Mike Read
President, Teledyne Marine

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War I interest in flying has evolved into a worldwide mission in aviation and aerospace higher education that annually serves more than 30,000 students.

“Embry-Riddle is in the midst of one of the most significant transformations in our school’s 90-year history,” said Dr. P. Barry Butler, ERAU’s sixth president. “We are fast becoming an important national presence, not just in aviation and aerospace, but in the sphere of applied research and innovation. We have made significant investments in building infrastructure, laboratory equipment, our faculty and cutting-edge technology across all our colleges. Our culture is evolving to embrace the discovery of new knowledge.”

In addition to generating trailblazing research in aviation and aerospace engineering, ERAU has expanded its footprint into the fields of medical human factors, astronomy and space physics, autonomous vehicles, spaceflight operations and cybersecurity. Its College of Business has revised its vision to focus on creating the next generation of global business leaders and entrepreneurs.

At **Daytona State College**, the institution is celebrating 60 years of being the area’s first choice for workforce education and training. Over time, the college has evolved from a small campus into an academically superior multi-campus institution. Daytona State prides itself on its ability to provide students with affordable tuition, convenient and flexible course scheduling, and an expanded array of programs created with the recommendation and guidance of the local business community.

The college offers more than 100 certificate, associate and baccalaureate degree programs, with graduates serving in critical fields that include health care, emergency services, business, education, hospitality, engineering, technology and more. DSC also offers the Associate of Arts University Transfer degree, which provides students the first two years of a four-year bachelor’s degree, saving students and their families thousands of dollars in the process.

“Access and affordability are the first steps in serving our students,” said the college’s president, Dr. Tom LoBasso, “but just the first steps. Our mission is not complete until students are graduated and employed in good jobs, with employers who trust that a Daytona State graduate will start work having the technical and critical thinking skills necessary to be an outstanding employee. These efforts demand a dynamic relationship between local employers and the college, built on open communication and partnership in developing new programs, enriching curriculum, and providing students with work experience while still in college.”

As an open-door institution, Daytona State serves a diverse population. Adhering to its community college roots, the institution has evolved into a truly comprehensive college. Underserved and at-risk students may begin their studies in adult basic education, adult high school or the GED and matriculate into more advanced degree offerings, where they may also take advantage of a wide variety of academic support services.

Though Daytona State’s growth over the years has been dramatic, the college still holds true to its core value of provide affordable programs and open access for all who seek to improve their lives through education. 🐟



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HISTORY OF VOLUSIA COUNTY HIGHER EDUCATION

BETHUNE-COOKMAN UNIVERSITY

Oct. 3, 1904 - Mary McLeod Bethune opens the Daytona Literary and Industrial Training School for Negro Girls.

May 24, 1919 - The Daytona Educational and Industrial Institute is changed to Daytona Normal and Industrial Institute.

1923 - Bethune's school merges with the Cookman Institute of Jacksonville (founded in 1872) and becomes co-ed while also gaining the prestigious United Methodist Church affiliation. Although the merger of Bethune's school and the Cookman Institute began in 1923, it was not finalized until 1925 when both schools collaborated to become the Daytona-Cookman Collegiate Institute.

1931 - The college earns accreditation by the Association of Colleges and Secondary Schools of the Southern States, as a junior college with class B status.

Apr. 27, 1931 - The school's name is officially changed to Bethune-Cookman College to reflect the leadership of Dr. Mary McLeod Bethune.

1936 - Dr. Bethune is appointed administrative assistant for Negro Affairs (her title changed in 1939 to Director of the Division of Negro Affairs) of the National Youth Administration, making her the first African American woman to head a federal agency.

1942 - Dr. Bethune retires and James E. Colston becomes president until 1946, when Dr. Bethune resumes the presidency for a year.

1947 - Richard V. Moore, Sr. becomes the college's third president. During his tenure, which lasts until 1975, Dr. Moore leads a significant expansion of academic programs, creating new majors in Music, Physical Education, Pre-Medicine, Pre-Dental and Pre-Pharmacy during his first year in office.

1960 - B-CC gains full membership into the Southern Association of Colleges and Schools.

1975 - Dr. Oswald P. Bronson, Sr., an alumnus of the college, begins serving as the institution's president until 2004, when he is named president emeritus. Commitment to academic excellence is the cornerstone of his presidency. Under his leadership, major fields of study increase from 12 to 37.

2004 - Dr. Trudie Kibbe Reed is appointed to the presidency. She is the first woman to serve as president since Dr. Mary McLeod Bethune, and under her leadership the institution launches its first master's degree program in 2006 and achieves university status in 2007.

October 2013 - After a one-year interim position, Dr. Edison O. Jackson becomes the sixth president of Bethune-Cookman University. During his tenure, he increased philanthropic giving to the university and maintained accreditations with SACS, the Florida State Board of Education and the United Methodist Church Board of Higher Education.

2017 - Judge Hubert L. Grimes (ret.) becomes the university's interim president.



Mary McLeod Bethune

DAYTONA STATE COLLEGE

1957 - The State Board of Education authorizes establishment of a junior college to serve Volusia and Flagler counties. Daytona Beach Junior College is approved as the state's first comprehensive community college, offering the first two years of a four-year degree, vocational training and adult education.

1960 - Dr. Roy F. Bergengren begins a 14-year term as the college's president. During his tenure, many milestones are established, including accreditation by the Southern Association of Colleges and Schools, major capital construction projects, a merger of the institution with Volusia County Community College, and a change in administrative responsibility from the public school system to a District Board of Trustees.

1960 - First graduating class consisted of 57 associate of arts degree students.

1971 - The institution's name changes from Daytona Beach Junior College to Daytona Beach Community College.

1976 - The Women's Center opens its doors at DBCC, providing women in crisis the means to learn self-sufficiency through educational and employment opportunities.

1978 - DBCC celebrates its 20th anniversary. By this time, regional campus have been established in DeLand, New Smyrna Beach and, in 1979, Palm Coast in

space donated by ITT Community Development Corp.

1988 - DBCC's TV station, WCEU Channel 15, takes to the airwaves in Central Florida. It becomes certified by the Corporation for Public Broadcasting a year later.

1992 - The Wetherell Student Services Center and Administration Building opens on the Daytona Beach Campus. The Southeast Museum of Photography occupies two stories of the building.

1996 - The college's first website is created, leading the way to online student services and web-based courses.

2001 - Advanced Technology College opens with a class of 176 dual-enrolled high school students along with over 500 adult students.

2003 - DBCC's Virtual College is established, allowing students to earn all required general education course credits online, as well as associate of arts and associate of science business degrees.

2005 - The state Board of Education approves DBCC's application to offer its first baccalaureate degree - the Bachelor of Applied Science in Supervision and Management. Six months later, Southern Association of Colleges and Schools approves DBCC's application to move from Level I to Level II, officially making the college a four-year institution.

2006 - DBCC reaches an agreement with Florida State University to open a community based medical facility on the Daytona Beach

Campus. The arrangement makes DBCC host to approximately 40 FSU students in their third and fourth years of medical school.



1970's



WCEU TV-15



Advanced Technology College



Students in front of Mary McLeod Bethune Statue

2007 – The Mori Hosseini School of Hospitality and Culinary Management, a \$26 million, state-of-the-art training facility for Hospitality and Culinary Management programs opens its doors.
2008 - To reflect its stature as a four-year degree granting institution and its expanded mission, the college adopts a new name – Daytona State College.



Deland Campus

2009 – The college adds seven new bachelor's degrees in Elementary Education, Exceptional Student Education, and Secondary Mathematics, Biology, Earth/Space, Chemistry and Physics Education. A year later, the State Board of Education approves the college's ninth four-year degree – the Bachelor of Science in Engineering Technology.

2012 – The college dedicates its new Veterans Center on the Daytona Beach Campus. Comprehensive services for

veterans are established on all campuses. The college would later be designated a Military Friendly School by veteran-owned Victory Media for three straight years.

2013 - U.S. News & World Report ranks Daytona State No. 2 for Best Online Bachelor's Programs. The college would remain among the nation's best for five years running.

2013 - State Board of Education approves Daytona State's bid to offer the bachelor's degree in Information Technology.

2014 - DSC celebrates 50 years as one of nation's top photography schools.



Wetherell Student Services Center and Administration

2015 - Dr. Thomas LoBasso is named DSC president by the District Board of Trustees in June, after serving as interim president since January. Daytona State joins the DirectConnect to UCF partnership, opening the door for DSC AA graduates to make a smooth transition to UCF to earn their bachelor's degrees. In its continuing push to make college more affordable, Daytona State becomes first in Florida, and among only a few in the nation, to reduce tuition.

2016 - The national Accreditation Board for Engineering and Technology formally grants accreditation to DSC's Bachelor of Science in Engineering Technology (BSET) program through 2022. The accreditation extends retroactively from October 2013, benefitting prior program graduates.

2017 – May's commencement marks over 100,000 certificates and degrees awarded by the college.

EMBRY-RIDDLE AERONAUTICAL UNIVERSITY

Dec. 17, 1925 - T. Higbee Embry and John Paul Riddle form a company in their names at Lunken Field in Cincinnati, Ohio, with Embry as president and Riddle as general manager. The Embry-Riddle Flying School begins operating in spring 1926.



ERAU 1927 biplane

October 1939 - John Paul Riddle partners with attorney John McKay to form the Embry-Riddle Company's seaplane base in Miami. Riddle enters into agreement with the University of Miami to train college students to fly under the 1939 Civilian Pilot Training Program; he leases a hangar at Municipal Airport and expands the training fleet to 15 aircraft.

Mar. 22, 1941 - Embry-Riddle opens the new Carlstrom Field, the first of five fields established for training pilots (1941-45) for the U.S. Army Air Corps/ Army Air Forces

and British Royal Air Force.

November 1943 - Embry-Riddle establishes the Escola Técnica de Aviação in São Paulo, Brazil, to train Brazilian cadets in basic aircraft construction and maintenance.

October 1944 - Embry-Riddle becomes one of the first aviation schools to train veterans under the GI Bill.



March 1952

October 1958 - The Engineer's Council for Professional Development accredits Embry-Riddle's Aeronautical Engineering Technology program.

1959 - Embry-Riddle Aeronautical Institute (ERAU) is established as a nonprofit corporation.

1962 - U.S. Navy Cmdr. Jack Hunt becomes Embry-Riddle's first university president.

Apr. 23-25, 1965 - Embry-Riddle moves from Miami to Daytona Beach in what

was termed "Operation Bootstrap," with assistance and support from members of the Daytona Beach community.

1968-69 - The Southern Association of Colleges and Schools accredits Embry-Riddle Aeronautical Institute as a "special purpose institution."

Jun. 9, 1970 - Embry-Riddle Aeronautical Institute becomes Embry-Riddle Aeronautical University. It touts a two-college structure: Aeronautical Studies and Aviation Technology.

1973 – The university's College of Continuing Education begins offering its first graduate level program, an M.S. in Aviation Management, through a partnership with the Miami Education Consortium and Biscayne College.

1979 - Time magazine calls Embry-Riddle the "Harvard of the Sky."

1987 - The Daytona Beach Campus offers its first graduate programs: M.S. in Aeronautical Engineering, MBA – Aviation, M.S. in Aviation Management and Master of Aeronautical Science. The Prescott Campus launches the M.S. in Business Administration, M.S. in Aviation Management and the Master of Aeronautical Science.

2000 - U.S. News & World Report ranks Embry-Riddle's Aerospace Engineering program No. 1 among the nation's undergraduate aerospace engineering programs without a Ph.D. The program has been ranked No. 1 each year since, through 2015.

2010 - Embry-Riddle launches its first Ph.D. programs: The Ph.D. in Engineering Physics and the Ph.D. in Aviation, which is the first of its kind in the nation.

2011 – The university's Worldwide Campus establishes its first Asian center in collaboration with Singapore Aviation Academy, the training division of the Civil Aviation Authority of Singapore, offering a Master in Business Administration – Aviation degree.

2013 – The university creates the world's first bachelor's degree in commercial space operations.

2014 - Embry-Riddle opens the largest university research telescope in the state of Florida at its Daytona Beach Campus; and the Prescott Campus launches the nation's first College of Security and Intelligence.

Dec. 17, 2015 – The university celebrates the 90th anniversary of its founding.

February 2017 - The Advanced Aerodynamics Lab opens at the Embry-Riddle Research & Technology Park at the Daytona Beach Campus.

March 2017 – Dr. P. Barry Butler, Ph.D. becomes the university's sixth president.

STETSON UNIVERSITY

Nov. 5, 1883 - Henry A. DeLand and Dr. John H. Griffith inaugurate DeLand Academy in a lecture room of the First Baptist Church in DeLand.

Oct. 13, 1884 - DeLand Hall opens. The original cost of the building was \$4,000. The first academic building at the DeLand campus, DeLand Hall today is the oldest building in Florida in continuous use for higher education.



DeLand Hall

1886 - DeLand College is chartered by the Florida State Legislature as DeLand University.

1889 - DeLand University is renamed to John B. Stetson University.

1897 - The business school curriculum is established. Stetson University's School of Business Administration is the oldest in Florida.

Oct. 2, 1900 - Stetson University College of Law, Florida's first law school, is founded.

1905 - Stetson University College of Law becomes the first law school in Florida to admit women.

1936 - The School of Music is established as Florida's first collegiate school of music.

1962 - Stetson University becomes the first private, non-HBCU university in Florida to integrate. Nine African-American teachers attended graduate summer school in 1962.

1987 - H. Douglas Lee is named the university's eighth president.



H. Douglas Lee

Highlights of his administration include major facilities expansion, a \$200 million dollar-fund campaign, the opening of the Center at Celebration, the inauguration of the Institute for Christian Ethics and the Howard Thurman Program (established to integrate the works of scholars and community leaders to seek solutions to social, religious and ethnic problems) and the creation of the University Values Council.

1995 - After a long relationship, Stetson University formally ends its affiliation with the Florida Baptist Convention.

2000 - Stetson University was the first educational institution to receive a Year 2000 Sustainable Florida Award honoring the university's implementation efforts and community involvement with recycling and energy conservation.



Dr. Wendy B. Libby

Jul. 13, 2009 - Dr. Wendy B. Libby becomes the ninth president in Stetson University's history and the first woman to hold the post.

2015 - Stetson's Institute for Water and Environmental Resilience is established. The Institute focuses on water and environmental research and public policy. Clay Henderson is named as the first executive director.



Harry Russo is Communications Manager at Daytona State College, as well as a freelance writer and editor. He holds a Master's in Educational Leadership from the University of Central Florida and resides in Palm Coast, Fla. Contact him at Harry.Russo@DaytonaState.edu.

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The Chamber of the Future

by Nancy Keefer

In order to talk about the future of chambers of commerce, I think it's best to first examine the history of chambers. In a conversation with my colleague, Chris Mead at the American Chamber of Commerce (ACCE), we both agreed that since chambers of commerce have been a mainstay for 250 years, they are likely to continue their work for many years to come.

In a look at the history of chambers, there is no better resource than a book that was written by Chris Mead, *The Magicians of Main Street: America and its Chambers of Commerce, 1768-1945*. Interestingly enough, you might think this book is just for us "chamber geeks," but it's rich with history and cleverly articulates the beginning of chambers and their role in many historical events. Without it, many would not know the role a chamber played in the Charles Lindbergh flight, the Transcontinental Railroad, the development of canals and so much more. The chambers of the past are much like the chambers we know now. The commonality being a group of people forming together to solve an issue of its time. From the early days of trading,



Almost always a consumer looks at your involvement with a chamber of commerce as a “good housekeeping seal of approval”.

building infrastructure, organizing events to support its culture, and most importantly, to speak with a voice not encumbered by government bureaucracy, chambers are highly resilient and effective.

So how does this translate to today? It is often said that “once you’ve seen a chamber, you’ve seen a chamber.” In a small way this plays to an advantage for chamber supporters. Almost always a consumer looks at your involvement with a chamber of commerce as a “good housekeeping seal of approval.” In a study conducted by ACCE through the Schapiro Group out of Atlanta, it was noted that being active in a local chamber of commerce is an effective business strategy because two-thirds of consumers believe that such companies use good business practices, are reputable, care about their customers, and are involved in the community. The study translates that businesses who belong to a chamber see a 73% increase in consumer awareness, 68% increase in its local reputation, and an 80% increase in the likelihood that consumers will patronize the business in the future.

While the Schapiro Study represents a very transactional “what’s in it for me” approach to membership, it’s the transformational work of a chamber that will set the footprint for success for years to come. Chambers will continue to conduct networking, stage events and produce publications as a form of return on investment for its members. However, most importantly, chambers will act as a voice for business in good times and in trying times. Chambers will need to change as demographics shift and the expectation of its members tie their investment and involvement to more community-based success and problem-solving. This is very challenging for an organization that has a broad demographic of members representing a variety of industries, businesses that work out of their home as sole proprietors all the way up to the largest organizations. There is no one true value statement for our membership other than membership in the chamber supports a stronger community. Numbers do matter when it comes to affecting policy at a local, state and national level. Numbers do matter when it comes to supporting community based needs.



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For nearly 100 years the Daytona Regional Chamber has had a very rich history of being looked at as an organization that can bring the right people to the table to discuss issues and move forward with solutions. While not all decisions and actions are agreed upon by all in a community, it is the approach of the Chamber to build a strong center of commerce that will lead towards the betterment of a community as a whole.

What does the Chamber of the future look like? It likely looks similar in that it represents a community of people trying to solve very complex issues in their communities. It means that, as an organization, we will find a way to connect with modern forms of engagement by using technology while not forgetting the power of the chamber's history of bringing together influencers in a community in a face-to-face forum. No virtual networking or use of social media will ever take the place of true honest dialogue when people are in a room together. Members will continue to look to the chamber to be an influence in the commerce of their area and most importantly to be the sane center for political action. This also means that chambers will need to look at how to fund the mission

of the chamber rather than raise funds through very individualized products, events and opportunities associated with membership.

The Chamber of the future will continue to work towards bringing all sides of government towards the center. It does this boldly, without apology, as long as the end game is movement forward on many very complex issues. It attempts to take the politics out of politics by communicating and offering solutions where there is disagreement. In the end, the work of a chamber advocating for a fair and equitable business environment will be the differentiator in the success of a community and the Chamber. We will not be fearful of tough issues like homelessness, blight, the economic stratification of our community, or the needs of those who are working pay check to pay check. We will, however, be the cheerleaders for all that's right with our community while dealing with the less positive issues intentionally, often times behind the scenes, while providing solutions.

The Chamber of the future will be diverse in its representation and will not reflect "your grandfather's chamber", where those sitting around the table all look alike. We will be different in age,

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NEVER REST



John Ferguson
Shareholder, Cobb Cole PA

As one of Florida's leading law firms, Cobb Cole has been known for effective legal representation and active community service for more than eighty years. The firm considers its investment in Team Volusia and active engagement in the economic development process as priority commitments. Its leaders know that attracting successful companies in select industries is good for the area and good for the residents of Volusia County. When it comes to working with its fellow Team Volusia investors, Cobb Cole never rests.



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We understand the importance of having a sound foundation and strong financial position so we can help our members succeed.

gender, in ethnicity and in financial status. We will be representative of the community and make sure everyone brings a different strength to the table. We will respect the history and culture of the organization and the community, and we will be willing to risk moving forward when the outcome signifies success for the area.

Our Chamber is well-positioned to be the chamber of the future that is needed. We have strong, dedicated volunteer and professional leadership, who give of their time, talent and treasure, all for the greater good. We understand the importance of having a sound foundation and strong financial position so we can help our members succeed. We are good stewards of our member's investment by being transparent and take seriously our fiduciary responsibility. We understand that good is not good enough and we

will challenge ourselves through national accreditation to always strive to be amongst the best. We will continue to appreciate the confidence our members, elected officials and community leaders place in our hands and take our jobs very seriously.

Everyone likes to be a part of a winning team ... you are welcome to join ours. 



Nancy Keefer is President & CEO of the Daytona Regional Chamber of Commerce. She has served on numerous local, state and national boards in the communities she has served over the past 31 years in the Chamber industry and is slated to serve as Chair for the American Chamber of Commerce in 2019/2020. She resides in Port Orange with her husband Chris and dog, Mic. You can reach her at nancy@daytonachamber.com.



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