

# EVOLVE

GREATER DAYTONA REGION

BUSINESS AND PROFESSIONAL MAGAZINE

MAY 2018

**DIVERSITY IN  
BUSINESS ISSUE**



**DRIVE FOR DIVERSITY**

## ISC & NASCAR

Darrell "Bubba" Wallace Jr.

**WHY DIVERSITY MATTERS  
BUT INCLUSION  
MATTERS MORE**

**'BLACK PANTHER' AND  
WONDER WOMAN'**

WHAT MAKES THEM SIMILAR  
AND HOW IT IMPACTS  
YOUR BUSINESS

**BUSINESS  
OWNERSHIP SURVEY**  
VOLUSIA COUNTY, FLORIDA, USA

**LEARNING ABOUT  
SUPPLIER DIVERSITY:  
A PUBLIC SCHOOL  
DISTRICT'S STORY**

**HOW RICH IS  
YOUR DIVERSITY?**

  
Daytona Regional  
CHAMBER OF COMMERCE



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# HON. HUBERT GRIMES

INTERIM PRESIDENT,  
BETHUNE-COOKMAN UNIVERSITY



## ORDER IN THE COURT.

Hubert Grimes may have retired as a circuit judge, but he never rests. His 30-year career in the legal profession includes having served as an adjunct law professor at Florida A&M University, and Director of the Center for Law & Social Justice at Bethune-Cookman University. So, when B-CU trustees needed someone to take the helm as president last year, it's no surprise that they tapped Judge Grimes. In addition to his reverence for education, he has a long resume of orderly and methodical problem solving on and off the bench. He is a published author, an entrepreneur, a speaker and a community volunteer. Judge Grimes also understands the inextricable link between education and economic development. Having him on Team Volusia's Executive Board enhances its ability to leverage the resources of our colleges and universities as we compete for corporate relocations and expansions.

# PAM BRANGACCIO

CITY MANAGER,  
CITY OF NEW SMYRNA BEACH



## NO SUBSTITUTE FOR EXPERIENCE.

There's a lot to be said for experience, and Pam Brangaccio has plenty. Starting with a Masters of Public Administration degree, and continuing with city and county management positions in several growing Florida counties, Pam brings great insight and expertise to her role as City Manager of New Smyrna Beach. Her experience is valued by her fellow Board Members of Team Volusia Economic Development Corporation. "Team Volusia plays a vital role throughout Volusia County. I applaud Team Volusia investors for working together to ensure we attract the right companies that bring the right caliber of jobs to our community."

# INVESTOR S



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# CHRISTINE POWER

COUNCILWOMAN,  
EDGEWATER CITY COMMISSION



## SMOOTH SAILING.

As a former Merchant Marine Officer, Naval Reservist and women's rowing coach at Embry-Riddle Aeronautical University, Christine has deep appreciation for calm waters. She also knows how to navigate in choppy seas. It is experience that has served her well since being elected to the Edgewater City Commission in 2012. It has been equally useful in her work as a Board Member of Team Volusia. "Economic development is a team sport. It can get rough-and-tumble. But when we pull together, we win. Fortunately, our Board Members and investors put a high value on teamwork."

# MICHAEL PLEUS

CITY MANAGER, CITY OF DELAND



## NATIVE SON.

Michael Pleus is a fourth-generation native Floridian. It is no surprise that he has spent his entire career in management positions with Volusia County and the City of DeLand. He earned his Bachelor's Degree in Political Science – and later an MBA – from Stetson University. He served as an aide to the Volusia County manager before joining the City of DeLand management staff in 2000. By 2008 had become City Manager. Pleus is a Credentialed City Manager, a designation granted by the International City and County Management Association, an organization of which he is a past president. His community involvement includes Kiwanis, Rotary, and the Boys & Girls Club. His in-depth knowledge of county and city management is not only an asset for the City of DeLand, it is an asset for Team Volusia, of which he is an Executive Board Member and a Founding Director. His professional experience and his extensive resume of community service has guided his contributions to Team Volusia.

# SPOTLIGHT

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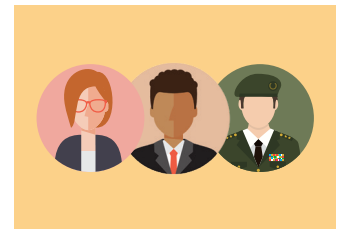
How Rich is Your Diversity?



It is not really  
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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 Board Room  
12:00pm - 1:00pm  
126 E. Orange Ave., 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](http://DaytonaChamber.com) for more information and registration options for these events.

# CALENDAR May

**25 Fri**

**\*\* Nonprofit Roundtable - Daytona  
Regional Chamber of Commerce  
8:00am-9:30am | Cost is free to  
nonprofit chamber members  
126 E. Orange Ave., Daytona Beach**

# June

**5 Tues**

**\*\* Tallahassee Speaker Series -  
Daytona Beach International Airport,  
Dennis McGee Room  
Cissy Proctor, Exec. Dir., Florida Dept. of  
Economic Opportunity  
3:30pm-5:00pm: Program, 5:00pm-6:00pm:  
Networking | Cost is \$15 for chamber  
members with 24-hour advanced RSVP,  
\$20 day of event, and \$30 for non-members.  
Sponsored by Charter Spectrum and The  
Daytona Beach News-Journal. 700 Catalina  
Dr., Suite 300, Daytona Beach**

**7 Thur**

**\*\* Volusia County Chamber  
Alliance Mega Mixer - Henderson  
Welcome Center (Embry-Riddle  
Aeronautical University)  
4:00pm-7:00pm | Open to the  
business public. Free admission,  
free parking.  
600 S. Clyde Morris Blvd.,  
Daytona Beach**

**14 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,  
The Daytona Beach News-Journal,  
and Charter Spectrum.  
1000 Champions Drive, Daytona Beach**

**19 Tues**

**\*\* Chamber Advantage Series -  
Location TBD  
The Modern Storefront: Building Your  
Online Presence  
4:00pm-5:00pm | Cost is \$10  
for chamber members with 24-  
hour advanced RSVP, \$15 day of  
event, and \$20 for non-members.  
Sponsored by The Daytona Beach  
News-Journal.**

**22 Fri**

**\*\* Nonprofit Roundtable - Daytona  
Regional Chamber of Commerce  
8:00am-9:30am | Cost is free to  
nonprofit chamber members.  
126 E. Orange Ave., Daytona Beach**

# July

**10 Tues**

**\*\* 12@12 Networking Luncheon -  
Holiday Inn LPGA  
From Chaos to Clarity: 12 Practical Tools  
to Drive Business Growth – John Ward,  
Business Traction Center  
11:30am-1:00pm | Cost is \$20 for  
chamber members with 24-hour  
advanced RSVP, \$25 day of event, and  
\$30 for non-members. Sponsored by  
Florida Hospital. 137 Automall Cir.,  
Daytona Beach**

**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,  
The Daytona Beach News-Journal,  
and Charter Spectrum.  
1000 Champions Drive, Daytona Beach**

**17 Tues**

**\*\* Business After Hours –  
Seacoast Bank  
5:30pm-7:30pm | Cost is \$10 for  
chamber members with 24-hr  
advanced RSVP, \$15 day of event,  
and \$35 for non-members.  
1696 N. Clyde Morris Blvd.,  
Daytona Beach**



**19** *Thur*

**\*\* Elevate Daytona Beach**  
5:00pm–8:30pm | Cost is \$5 for Leadership Daytona Alumni, \$10 for students or Volusia YPG members, \$15 for general public. Sponsored by Daytona Beach News-Journal, Florida Hospital, Florida Hospital Care Advantage, Net Works, Inc., Volusia Flagler SHRM, Daytona State College, Volusia YPG, Zgraph. News-Journal Center, 221 N. Beach St., Daytona Beach

**27** *Fri*

**\*\* Nonprofit Roundtable - Daytona Regional Chamber of Commerce**  
8:00am–9:30am | Cost is free to nonprofit chamber members.  
126 E. Orange Ave., Daytona Beach

**Aug**  
**9** *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, The Daytona Beach News-Journal, and Charter Spectrum.  
1000 Champions Drive, Daytona Beach

**14** *Tues*

**\*\* Chamber Advantage Series - Location TBD**  
8:00am–9:00am | Cost is \$10 for chamber members with 24-hour advanced RSVP, \$15 day of event, and \$20 for non-members. Sponsored by The Daytona Beach News-Journal.

**21** *Tues*

**\*\* Business After Hours – LPGA International**  
5:30pm–7:30pm | Cost is \$10 for chamber members with 24-hr advanced RSVP, \$15 day of event, and \$35 for non-members.  
1000 Champions Dr., Daytona Beach

**24** *Fri*

**\*\* Nonprofit Roundtable - Daytona Regional Chamber of Commerce**  
8:00am–9:30am | Cost is free to nonprofit chamber members.  
126 E. Orange Ave., Daytona Beach

## JAKE JOHANSSON

CITY MANAGER, CITY OF PORT ORANGE



### IN COMMAND.

After a successful career in the United States Navy, Jake Johansson was tapped as the City Manager for the City of Port Orange. Captain Johansson led command of naval installations at Naval Support Activity in Hampton Roads, Virginia. The experience has served him well as City Manager and as a member of the Executive Board of Team Volusia Economic Development Corporation. "Of course we need to take care of businesses that already call Volusia County home, but we must be pro-active in recruiting new companies with new jobs to fill. Team Volusia is working diligently to recruit companies in select industries to the area. It's a vital mission."



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**INVESTOR SPOTLIGHT**



# FROM THE CHAIR & PRESIDENT

It's no secret that the demographics of our Nation are changing. In a report by *Fortune*, it was noted that two-thirds of the population is made up of minorities and women, and that those two demographics alone, make up 57% of the workforce. In addition, we have all heard that by the year 2025, the millennials will pass the boomers in making up the majority of our workforce.

Why is this important? It's important because we have to embrace and look at implementing changes in our businesses to prepare for our future. In this issue of *EVOLVE*, you will see several examples of businesses that have realized the importance of diversity and inclusion. We applaud them for their efforts and know there is much work to do.

Most often we think of diversity as gender and ethnicity. We also need to think about this in terms of generations and those who are not part of the traditional workforce. As we plan our programs every year, we are forced to think about multiple value statements for our very diverse membership. We have typically used the word diversity as it relates to business size, product and service, and geographic location. Now we need to expand upon the word diversity and ask ourselves very important questions such as how do we look as an organization to varying groups based on age, gender and ethnicity. Are we taking into account the diversity of our members workforces? Are we understanding the demographics of our voting population? All of this plays into a well-rounded chamber of commerce.

From the standpoint of the millennial generation, we are very proud of the Volusia Young Professionals Group, an affiliate of the Chamber. Often branded with a strong stereotype of being too social, our VYPG has done incredible things for our community from hosting clothing drives and food drives to cleaning our beaches and providing a platform for lifelong learning. Their commitment to developing emerging leaders is helping to groom our young professionals as our future community leaders. They are truly setting a great example of blending social needs with community involvement.

When it comes down to it, an important job of the Chamber is to continue to collaborate and lead the conversation of diversity and inclusion with the end result being shared prosperity for all. We are open to your ideas to make sure we are prepared to meet the needs of our changing demographics.



**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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## Daytona Regional CHAMBER OF COMMERCE

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**Janet Kersey, CDME, CFEE** • Executive Vice President / COO  
**Jim Cameron** • Senior Vice President, Government Relations  
**Bob Elkin** • CFO Consultant  
**Jami Gallegos** • Membership Director  
**Kim Hover** • Communications & Marketing Director  
**Kerry Karl** • Executive Director of VCARD  
**Linda Nash** • Membership Relations Specialist  
**Ken Phelps** • Events Director  
**Jennifer Pipes** • Administrative Assistant  
**Nichole Sprague** • Business Manager

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# EVOLVE

BUSINESS AND PROFESSIONAL MAGAZINE

EVOLVE Business and Professional Magazine is published by TouchPoint Innovative Solutions on behalf of the Daytona Regional Chamber of Commerce.

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EVOLVE is published four times per year.  
[EvolveDaytona.com](http://EvolveDaytona.com)

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# FROM THE PUBLISHER

We are excited about this issue of Evolve. "Diversity in Business" is a theme that has allowed us to look beyond Volusia County. We share what's happening in Central Florida's Orange County Public Schools in our article, "Learning About Supplier Diversity." The CEO of the Florida State Minority Supplier Council gives us a statewide perspective in the "Road Ahead," and we expand our focus nationally with our article, "Diversity Matters." Our cover story, "Drive for Diversity - ISC & NASCAR" is about their goal of making sure everyone in their organization - from drivers to pit crews to fans - represents the diversity of our nation.

Every five (5) years the Census Bureau conducts a Business Ownership Survey. The last survey was conducted in 2017, but the results haven't been released. Using 2012's results, (provided on pages 36 and 37) we find that in Volusia County, 36% of businesses are Women-owned which is very similar to the 38% in Florida and equal to the 36% in the nation. Veteran-owned businesses in Volusia County, at 11%, are 22% higher than in Florida and the nation - both at 9%. Unfortunately, Minority-owned businesses in Volusia County, at 22%, are significantly lower than in the State at 44% and in the nation at 29%. It is apparent that we need to take a closer look at these numbers when the new Business Ownership Survey results are published to determine if this gap has been closed.

Supplier Diversity is an organizational goal for many national, state and local organizations. Earlier this year, I attended an Ideation Workshop on Supplier Diversity hosted by CVS Health in Providence, RI. CVS currently spends over \$1B a year with diverse suppliers: women, minority, veteran, LGBT, and disabled business owners. CVS' goal is to grow that spend to \$1.5B by year-end 2020. While there is considerable momentum in this space nationally, and in Florida, we did not find much focus in Volusia County. However, ISC/NASCAR do seem to be leading the way and are providing a perfect local model for other businesses and municipalities to follow. We hope this issue shines a light on "Diversity in Business" and why we need more focus on it within our community.



*Howard M. Holley*

HOWARD M. HOLLEY  
Publisher and Editor, EVOLVE

## CONTACT US

[Editor@EvolveDaytona.com](mailto:Editor@EvolveDaytona.com)



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# COVER STORY

## DRIVE FOR DIVERSITY **ISC & NASCAR**

by **Charles Newbery**

*A sport dominated by white men for decades, stock car racing is seeing a surge in talented minority racers, including a new crop of women. This is attracting new sponsors to shake up the sport — and to bring it more in line with the changes in U.S. demographics, helped by the organizers' push to diversify the race, pit crews and the actual ranks of their companies.*



2017 Drive for Diversity learning event for drivers held at New Smyrna Speedway.  
(Photo Credit: Jerry Markland, Getty Images)





In a stock car race two years ago, Daniel Suárez suffered an early speeding penalty during a pit stop, forcing him to the back of the pack. He then lost his clutch, souring his chances of winning the 125-lap top-ranked race in Michigan.

Despite these odds, Daniel Suárez, of Mexican descent, started pushing ahead with 13 laps to go and finally caught the leader, Kyle Busch, one of the sport's most successful racers. In a thrilling last lap, Suárez edged past Busch to win his first NASCAR Xfinity Series race of the National Association for Stock Car Auto Racing (NASCAR).

The result was big for Suárez — and for minorities in the sport. He became the first Mexican to win a NASCAR national series race, building on his recognition as Xfinity Series Rookie of the Year in 2015. He went on to win the series championship in 2016, helping to earn him a spot on the Monster Energy NASCAR Cup Series, NASCAR's premier series, where the 26-year-old now races against the likes of seven-time champion Jimmie Johnson.

Suárez's rise is a sign of change in American stock car racing, a sport long dominated by white men, in part because of its roots in the South. Over the past few years, more minorities and women have been coming up through the ranks to get sponsorship deals and into the big races, including the most prestigious of them all: the Daytona 500.

This hasn't come by chance. Two Daytona Beach-based companies — NASCAR, which operates the races, and International Speedway Corp. (ISC), which hosts and promotes races at 13 tracks across the country, are taking steps to diversify the sport.

Josh Avila, senior director of consumer marketing at the ISC's Auto Club Speedway, a track in Fontana, Calif., said diversification is a must for the sport, if for nothing else than the fact that the country is getting more heterogeneous. According to the U.S. Census Bureau, racial and ethnic minorities are increasing faster than non-Hispanic whites.

This poses a big challenge: How can the sport maintain television viewership and ticket sales?

For Avila, the answer is simple. The sport must diversify its driver and fan base for future growth.

It's doing this. "Just like the demographic is changing for the country, so is our business as a whole," Avila said.



| Josh Avila, Senior Director of Consumer Marketing at ISC Auto Club Speedway





## FINDING NEW RACERS

One step in diversifying the sport is to help minorities break into the auto racing industry through programs designed to find new talent in minority communities.

Suárez is a graduate of NASCAR's Drive for Diversity, a program that helps minorities and women develop and showcase their talents in an otherwise hard and expensive sport to enter. They race in minor-league and regional races, gaining exposure and opportunities to network and to be recruited by teams to race in NASCAR's three national series.

Other graduates now racing against Suárez in the Monster Energy Series are Japanese-American Kyle Larson, who placed ninth and eighth overall in 2016 and 2017, and Darrell Wallace Jr., who may very well become the sport's first African-American star. Wallace, who goes by the nickname Bubba finished second in this year's Daytona 500, his best showing yet.

The program also seeks to bring minorities to the pit crews, and one of the graduates, Derrel Edwards, helped Austin Dillon win the latest Daytona 500. Edwards is believed to be the first African-American Daytona 500 winning pit crew member. Last year, Brehanna Daniels became the first African-American female pit crew member in a NASCAR national series race.

## BUILDING A WIDER FAN BASE

The young racers are not just minorities, they are doing what it takes to get fans: excelling on the track.

"The Hispanic community doesn't just want to follow someone because they happen to be of Mexican descent. They also want to follow someone who is competing for a win," Avila said.



Fans watch during the NASCAR XFINITY Series Service King 300 at Auto Club Speedway on March 25, 2017 in Fontana, California. (Photo by Sarah Crabill/Getty Images)

Suarez's success has helped attract more Hispanics to Auto Club Speedway, now comprising 20 percent of total spectators, up from 6 percent in 2007, according to Avila.

The second prong of the diversification strategy has helped this growth: make the race-day experience appealing to a wider audience.

"We have a little something for everyone," Avila said. For example, Bush, an English rock band, recently performed at a race, a draw for the wider public. The Mexican-American Singer Chiquis Rivera also played — and this "spoke volumes to our Hispanic demographic," Avila said.

The diversification also is luring new advertisers to the sport, including King Taco, a Los Angeles-based fast food chain, and O'Reilly Auto Parts, based in Springfield, Missouri.

"You'll have sponsors that come in because they see the attraction of appealing to a broader fan base," said Stephanie Harris, senior manager of content communications at NASCAR.

## WORKFORCE DIVERSITY

The third piece of the diversification strategy is to make the car-racing industry's workforce more inclusive. A diverse workforce brings a broader perspective to developing fresh ideas, like entertainer choices, to reach a new public and improve business performance. "It is really about having your ear to the ground and making sure you have someone to perform who resonates with the community," Avila said.



The 2017 class of the NASCAR Diversity Internship Program meets for the first time during the Monster Energy NASCAR Cup Series All-Star Race in Charlotte, N.C. (Photo Credit: John K Harrelson/NKP)

Like with Driver for Diversity, NASCAR and ISC have been finding minority talent for their corporate ranks through an internship program that's been running for 18 years. The NASCAR Diversity Internship Program is a 10-week, paid summer internship for multicultural undergraduates and graduate college students with high grades. They work on projects throughout the companies and network with industry leaders.

"The experience is a benefit to them and it helps us identify and hire top talent across the motorsports industry to create a diverse talent work pool," Avila said.

More than 350 interns have participated, and about 30 percent have gone on to work in motorsports and 45 percent in the sports industry as a whole, he said.

Jusan Hamilton, for example, graduated from the program to become the first black race director in NASCAR history, overseeing an Xfinity Series race. Other alumni are working for ISC and companies like Rev Racing, Roush Fenway Racing, Toyota and Pocono Raceway.

Avila said there are keys to making diversification work in a company. One is to make it a company-wide goal — to weave it into the mission and values of the firm. If only one business unit is diversifying and not the rest, it won't be successful because minorities won't be able to move around between departments to sharpen their leadership skills, and they won't feel "part of a cohesive unit," he added.

At ISC, "It is not really about filling a quota, it is more about building a workforce that is as diverse as our fan base is, and using those differences to drive our business," Avila said.

The second key is to create an environment of connection so that employees have a chance to sit on committees and attend conferences, helping them to build contacts and participate in talks



and decision-making about company practices and initiatives.

## FEELING DIVERSITY

Avila said the evidence of his company's diversification can be seen on any given race day.

"When you walk onto the grounds during an event weekend, you see it, you feel it, you hear it, you smell it. Everything from the music to the food to the experience is diverse," Avila said. "We try to create an environment that speaks to everyone and doesn't alienate anyone, and that makes everyone feel welcome."



Photos from the 2017 Lean In event promoting women in ISC and NASCAR at the International Motorsports Center in Daytona Beach, Florida. (Photo Credit: International Speedway Corporation)

Diversity is good for business. In a recent survey of 1,362 business professionals at multinational organizations, RW3 CultureWizard, a New York-based global training group, found that the companies that put a priority on promoting intercultural proficiency are more likely to achieve their business goals. Cloverpop, a San Francisco-based decision-making consultancy, recently published a study showing that companies with teams with a wide range of ages and origins make better business decisions up to 87 percent of the time — and twice as fast with half

the number of meetings. The decisions of a diverse team yield 60 percent better results, the study found.

Avila compares the importance of diversity to the proper functioning of the human body. "It has different parts and it is only able to function at its highest level when those different parts work toward the same objective," he said. "Having a variety of employees with broader skill sets, experiences and points of view definitely has helped us adapt to that ever-changing consumer demographic of the national landscape."

Diversifying the workforce is a big help, but can the sport keep filling the pipeline with new minority racers?

That is a challenge facing women racers. A handful of upstarts are trying to repeat the success of Danica Patrick, who retired this year as the only woman in the Monster Energy Series — and in one of the most inclusive sports there is because men and women race together.

Natalie Decker, a 20-year-old from Wisconsin, is making her mark, finishing fifth in a recent race at the Daytona International Speedway. Another contender is Hailie Deegan, a 16-year-old from Southern California who came out of the Drive for Diversity program in 2016.

She's cautiously optimistic. "I think there are a lot more barriers that need to be broken for another girl coming in and that can be broken," Deegan said recently on the Sirius XM NASCAR radio show "Happy Hours."

Will the barriers come down? If the sport continues to diversify and more talent like Deegan, Suárez and Wallace get the chance to emerge, there is little doubt that it will get easier to advance in the sport - further energizing motorsports and leading to continued growth. 🌿



Charles Newbery is a freelance journalist and writer. His work has appeared in the *Financial Times*, *LatinFinance*, *The New York Times* and other publications. He also writes business content for companies and ghostwrites op-eds for executives. He can be reached at [charles@charlesnewbery.com](mailto:charles@charlesnewbery.com).



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# Why Diversity Matters **But Inclusion Matters More**

by Terri Quinton

**B**efore you can discuss diversity and inclusion and why there needs to be intentional emphasis in this area, let's clarify the difference. In the broadest sense, diversity is anything that is used to differentiate one group from another – age, gender, ethnicity, disability, religion, military service, size, etc. Because classifying groups allows us to segment the groups, it could also be utilized to exclude one group from another. Inclusion, then, is an act to include one group with another. It is an action – whether intentional or accidental, to combine groups. Diversity is something you can quantify, count, number. Inclusion is often not measurable and is more behavioral. Thus, it is easy to talk about diversity – you either have it or you don't. It is harder to talk about inclusion because diversity numbers alone do not define or ensure inclusion.





In the case of an organization's workforce, one can identify the amount of diversity that exists by simply counting and summing the totals. However, it is much more difficult to examine whether that workforce is truly inclusive. High levels of diversity within the workforce might suggest inclusivity. But often, the only true measure is to survey and interview those who have previously been excluded. Large numbers of women, for example, in management positions might indicate diversity. But, are these women in positions of power? Do they have decision-making responsibilities? Can they hire and fire the personnel in their organization? Do they feel like they belong?

### **Why Does Diversity and Inclusion Matter?**

The simple answer is it matters because organizations that are more diverse in their makeup outperform those that are less diverse. The McKinsey Global Institute, a global management consulting firm, conducted a research study in 2015 which found that organizations with gender diversity financially outperformed the industry median by 15% and organizations with ethnic diversity outperformed by 35%.

The *Harvard Business Journal* (HBJ) took the study further. They interviewed top CEOs around the globe and asked them what

they thought about diversity and inclusion. The HBJ found several common threads:

- 1** A diverse workforce helps a company increase its touch with an increasingly diverse customer base.
- 2** Diverse CEOs who had experienced obstacles, sought to remove those barriers for others.
- 3** There was genuine disappointment in the lack of progress in C-Suite inclusion.
- 4** A diverse culture was important, but an inclusive one that allowed people to bring their authentic selves to the organization was viewed as most desirable.
- 5** Most common hindering factor to inclusivity was the lack of access by diverse talent to networks and "behind-closed-doors" conversations.

In some cases, studies have found not all lack of inclusivity is intentional. Some of it is just human nature. People are often most comfortable in talking and being with people like themselves. Organizations have to do a better job of encouraging and exposing team members to different cultures and ways of thinking in order to unseat the traditional business cliques.

## **DR. WENDY MYERS** CEO, FLORIDA HEALTH CARE PLANS



### **THERE'S A DOCTOR IN THE HOUSE.**

Dr. Wendy Myers is CEO of Florida Health Care Plans. With 1,200 employees and more than 90,000 members she does not have a minute to waste. That is why she invests in Team Volusia Economic Development Corporation and serves on its Executive Board. "Economic development is vital to our success as a community," she said. "We need to ensure that every dollar and every hour invested contributes to the effective recruitment of companies interested in relocation to, or expanding in, Volusia County. Team Volusia is helping us compete effectively for quality employers with great jobs to fill."



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# **INVESTOR SPOTLIGHT**




# EVOLVE

Takeaways

## What Is Your Takeaway?

Did a story inside this issue of *EVOLVE* spark a new idea? The editors and writers aim to provide readers like you - Chamber and community members - compelling relevant content that informs and inspires you. What is your takeaway this issue? We'd love to hear from you.

Share your comments and insights by emailing [Editor@EvolveDaytona.com](mailto:Editor@EvolveDaytona.com).

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### Best Practices

So, how does inclusion happen in great organizations? Not easily. It is a journey that requires intentional thought and action. Recognized best practices in achieving an inclusive corporate culture include:



**Make it personal.** CEOs and leaders, who take diversity and inclusion personally, instill that same commitment into their leadership and employees. It isn't about an initiative; it is about a way of life.



**Measure.** The old saying about "what gets measured gets done" holds true in Diversity and Inclusion, as well. If it is important to an organization, measurement and continual improvement are necessary.



**Hold leaders accountable.** Make sure leaders in the organization understand their role in achieving results. Make it a part of their overall management review. Tie results to their compensation. (Money does talk.) Encourage great role models – developing and promoting diversity, supporting diverse resource groups and recruiting diverse candidates.



**Recruit diversity.** The more you recruit it, the more opportunities there are to increase an organization's diversity. Candidates want to see people who have achieved and who look like them.



**Educate and train.** Understanding other cultures doesn't just happen. A course in *Unconscious Bias* demonstrates that everyone has biases. Once we recognize that, it is easier to think and do something about it.



**Make the Chief Diversity Officer position count.** Make them an integral part of the leadership team with responsibilities, demonstrating their impact top and bottom line performance – because they do.

Diversity and inclusion create better organizations – with strong financials, talent, customer service, innovation, market share and more. It takes leaders committed to creating a diverse organization who require others to follow their lead. It may be a challenge, but diversity and inclusion do matter. 🌟



Terri L. Quinton is CEO and President of Q2 Marketing Group, an award-winning marketing and business development firm servicing small and mid-sized firms. She has been recognized with numerous awards for her work and commitment to diversity and inclusion, including recent induction into the Women's Business Enterprise Hall of Fame.



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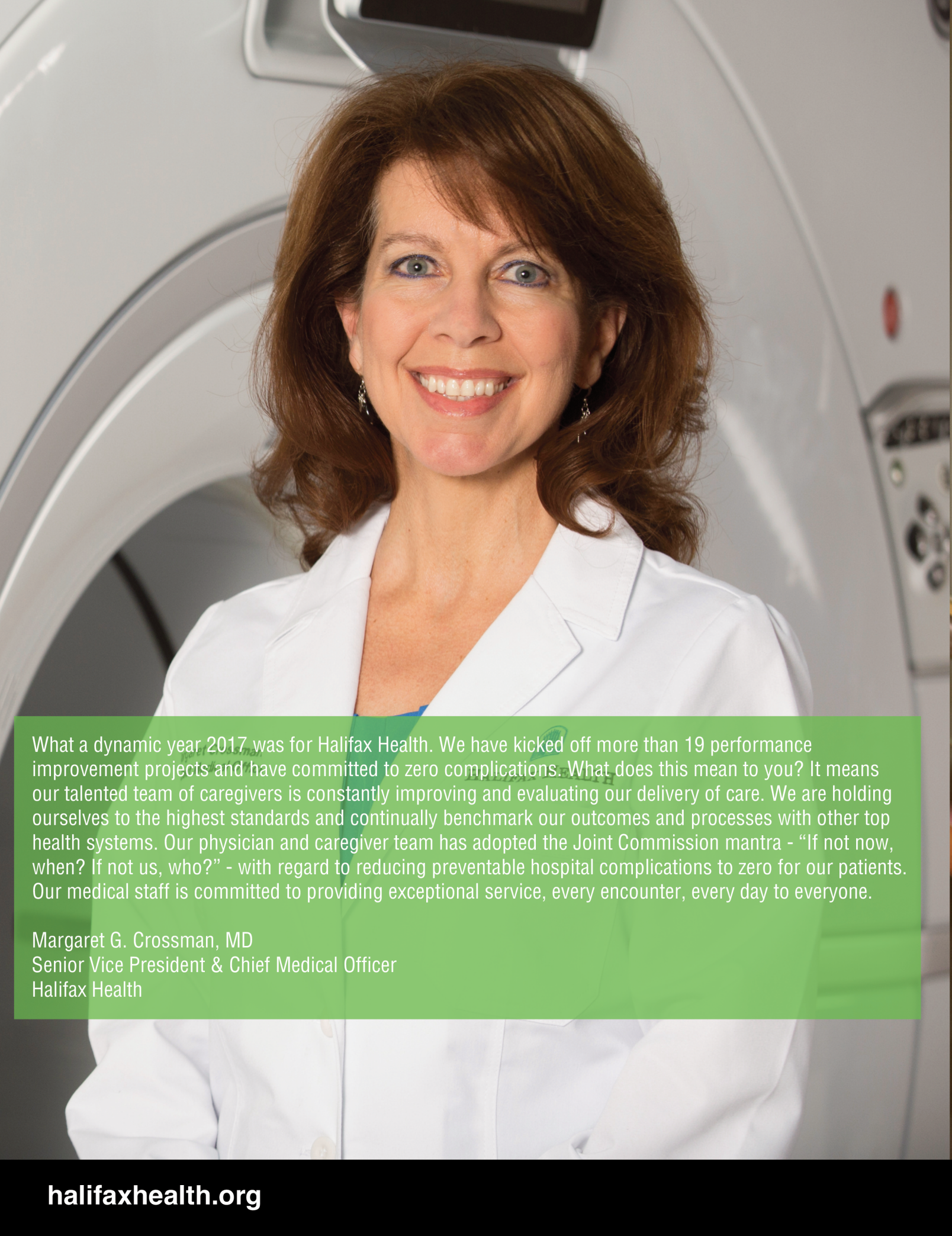


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Margaret G. Crossman, MD  
Senior Vice President & Chief Medical Officer  
Halifax Health



A portrait of Jeff Feasel, President and Chief Executive Officer of Halifax Health, smiling. He is wearing a dark suit, a light blue striped shirt, and a yellow patterned tie. A small Halifax Health logo is pinned to his lapel.

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We remain excited about our future, which includes expanding our healthcare services for the convenience of area residents. In addition, this year, we are grateful to mark our 90th year of serving this great community.

Jeff Feasel  
President and Chief Executive Officer  
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## COMPETITIVE ADVANTAGE: SUPPLIER DIVERSITY

by **Beatrice Louissaint**  
*President and CEO Florida State Minority Supplier  
Development Council*

**I**n business, supplier diversity can make the difference between a market leader or a failing organization. A wide array of suppliers allows a company to collect inputs at competitive prices, helping to improve its bottom-line performance.

For better results, companies should include minority-owned businesses in their supplier base. This makes sense for several reasons. This first is that minority-led suppliers tend to be more accessible and nimble. Hence, buyers can reach a decision-maker if problems arise with input or service delivery, or if a fast solution is needed. Second, minority suppliers must be competitive if they want to win contracts. This means they must run leaner and smarter businesses, which translates into better pricing, product and service for the buyer.

A third advantage for buyers is the exposure to fresh ideas and creativity. A report this year by McKinsey, a management consulting firm, found that companies with greater diversity in the workplace are 21% likelier

to outperform their peers. The same benefits come with supplier diversity. As the president and CEO of the Florida State Minority Supplier Development Council (FSMSDC), it's my job — and my passion — to promote supplier diversity, and what I've found over the past 18 years is that more inclusion yields a competitive edge in the supply chain. This is not just in pricing, but in access to suppliers with the cultural and language competencies the buyer may not have. This can help buyers to think outside the box and reach new markets.

Supplier diversity also helps a company look like their customer base. This is important in any procurement strategy, especially B2C. If a company sells 20% of its products to a minority group, the customers will want the supplier base to reflect that. If it does, this can boost the buyer's image — and help the local economy. Minority companies tend to hire other minorities, and this has an impact on job creation and community development.

If customers take offense at the lack of diversity, companies can suffer a backlash. We're living in an era of hyper-connectivity. Any individual has the power of driving mass support over social media — and if negative this can tarnish a company's image. As Warren Buffett, the hugely successful investor, once said: "It takes 20 years to build a reputation and five minutes to ruin it."

With the demographics of the U.S. getting more diverse, this risk is only going to become greater — as

# THE ROAD AHEAD



are the opportunities for growth. According to the Pew Research Center, a Washington, D.C. nonpartisan fact-tank, the U.S. won't have a single racial or ethnic majority by 2055, with immigration, in particular from Asia and Latin America, leading population growth. Indeed, all racial and ethnic minorities grew faster than whites from 2015 to 2016.

Florida is leading these demographic changes and is one of the most multicultural states in the country. For example, 128 languages are spoken in Florida homes, from Spanish to French Creole, Portuguese and Russian.

## How can a company diversify its supply chain?

With so much upside from supplier diversity, how can a company add more minority firms to its supply chain? The first step is to make diversity a strategic goal and establish a clearly defined, measurable and trackable action plan that can be pursued by management and employees together. Other tips: join a diversity business council and create internal champions to motivate everyone in the company to press ahead on meeting the objective.

There needs to be more commitment from the top and throughout the organization. This can come from policies in both the public and private sector that encourage supplier diversity and that will in turn reap the benefit from a more diverse supply chain.

## Making connections

At FSMSDC, we want to help companies improve supplier diversity. We see ourselves as matchmakers. For example, a

Hispanic-owned engineering company recently came to us after a year of struggling to get financing. We connected them to a bank and within days the branch president was at the engineering company's office. A \$3 million loan was made a few weeks later.

This was a win for both sides. The bank found a client it otherwise may not have reached, and the engineering company could fund its expansion.

The connections help, and a good way to make them is through conferences. A great example are the connections that Barbara Manzi, President of Manzi Metals, has made by attending the FSMSDC's Annual Business Expo over the years. Manzi has been able to network with major companies, helping to grow her small, Florida based metal distribution business into a market leader.

Minority suppliers must actively pursue deals with government and in the private sector. These entities must also seek out minority suppliers. Supplier Diversity is a priority today and will become even more of a competitive advantage in the future. 🌟



Beatrice Louissaint is the President & CEO of the Florida State Minority Supplier Development Council, one of 38 affiliates comprising the National Minority Supplier Development Council whose membership includes 60% of the Fortune 500 and 3,500 corporate members nationwide.



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# 'BLACK PANTHER' & 'Wonder Woman': WHAT MAKES THEM SIMILAR AND HOW IT IMPACTS YOUR BUSINESS

by **Sonia Thompson**

Over the past year, die-hard fans have lost their minds in anticipation of the premiere of the movie *Black Panther*. There have been countless posts on social media, memes circulated around the web, and lots of gushing over the outfits the all-star cast wore to the premiere. And of course, there was lots of chatter from eager fans about what they would wear to see the movie.



| Photo credit: Marvel

But most people getting swept away by *Black Panther* fever weren't hardcore fans of the comic series. The excitement overtook them for a more powerful reason: many African-Americans have never seen a superhero that looks like them on the big screen.

Women and girls around the world felt empowered last year after watching *Wonder Woman* take over the big screen. And that feeling was magnified among people of African descent after seeing the predominately black cast in Marvel's portrayal of the *Black Panther* superhero and his entourage.

*Black Panther* has made more than \$1.2 billion worldwide, and to date it is the 14<sup>th</sup> highest-grossing movie ever. Last year, worldwide sales of *Wonder Woman* topped \$821 million, which at the time made it the highest-grossing superhero origin film.

Film industry expert Scott Mendelson likened the success of these two movies to "giving a starving demographic a prime filet."

## How businesses benefit from serving historically underrepresented communities

Representation matters, in particular to minority communities. And since the U.S. is on a trajectory to soon become a minority-majority nation, your customer base will only grow more diverse.

Even though it's right to have diversity, to be inclusive, and to do a better job of highlighting positive images of traditionally underserved communities, it also makes sound business sense.

And the companies that decide to serve these often neglected customer groups have been receiving big paydays as a result.

Rihanna launched her Fenty Beauty cosmetics line last fall, with



40 shades of foundation to accommodate women of different complexions around the world. Its strategy of being inclusive of as many women as possible paid off, with the brand earning \$72 million in its first month alone.

The days of growing by only marketing to the masses are numbered. If you want to stay relevant and reach hungry and increasingly powerful minority customer groups, the time to start serving them is now. Here are three ways to get started.

### 1. Build a culture committed to serving minorities beyond a superficial level

Serving groups of customers whose backgrounds are different from yours isn't about swapping out photos or putting a few token people in key positions in your company.

It requires a deep commitment to learn about the unique and nuanced needs of each minority group. Without the willingness to do the work to understand how to effectively connect with these communities, you end up with missteps like H&M, Pepsi, and Dove had recently. No bueno.

Your organization must develop skills in being empathetic and culturally intelligent in order to deliver products and services that solve your customers' problems like no one else.

### 2. Build a team that reflects the people you want to serve

They will help you significantly reduce the learning curve as you work to figure out how to connect with diverse audiences in an authentic way.

You could bring on new hires, engage consultants or hire agencies with experience serving your new customers.

Indeed, a high-performing team is a diverse team. When you assemble a group of people with different backgrounds, ideas and ways of viewing the world - and you tap into the strengths their diversity brings - you position yourself for higher-quality output.

### 3. Deliver products, services and experiences that solve an unmet need

*Black Panther*, *Wonder Woman*, and Fenty Beauty didn't earn the respect and loyalty of their customers just because they showed up. They are reaping the benefits of their target customers because they delivered products that demonstrated they understood their customers' unique challenges.

Nubian Skin is a fashion company that specializes in providing nude lingerie to women of color. Founder Ade Hassan started the company after being frustrated that she couldn't find nude hosiery that matched her skin tone. Since launching a few years ago, the brand's products have been worn by Beyoncé and her dancers on tour, as well as by the cast of the blockbuster film *Hidden Figures*.

There may be times when the unmet need will become obvious as you start to learn more about your customers. Other times, you may have to dig deeper to uncover the insights. But the more you work to find ways to add value and serve these worthy customers, in time you will discover solutions that are a win for all.



Sonia Thompson is a marketing strategist, consultant, and author. She covers how company culture, diversity, and relationship-based marketing helps businesses create remarkable customer experiences that get them the customers they want and keep them coming back for more.



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# Learning

## ABOUT SUPPLIER DIVERSITY: FROM ORANGE COUNTY PUBLIC SCHOOLS

by Kyle Hardner





**F**or minority-owned businesses, there is no better time than the present. According to the National Minority Supplier Diversity Council (NMSDC), which certifies Minority Business Enterprises (MBEs) in the U.S., MBEs (defined as businesses with at least 51 percent ownership by Asian-Indian, Asian-Pacific, Black, Hispanic or Native American U.S. citizens) employ 2.25 million people directly and indirectly, and have a total economic impact of \$400 billion.

In addition, there are 11.6 million women-owned businesses nationwide, employing nearly 9 million people and generating more than \$1.7 trillion in revenue, according to the seventh annual State of Women-Owned Business Report. And 2.52 million businesses nationwide are majority-owned by veterans, with total annual revenues of \$1.14 trillion, according to the Small Business Administration (SBA).

As the number of minority, women and veteran-owned businesses skyrockets, companies of all sizes – including Fortune 500 firms, privately-held enterprises, not-for-profits and public/government agencies – are actively seeking ways to include MBEs in their procurement processes. It's an approach called supplier diversity, and it's providing MBEs with tremendous opportunity and promise.

Formal supplier diversity programs help businesses of all sizes obtain new products, services and solutions, create strong partnerships, promote innovation, provide economic opportunities to small businesses, drive affordability, and help to strengthen and advance a community's economic base.

### Supplier Diversity in Central Florida Schools

Companies and organizations throughout Central Florida have begun to embrace supplier diversity. One such sector where it's happening is in K-12 education.

The Volusia County Public Schools (VCPS), for example, maintains a database of approximately 1,500 active vendors. While that database doesn't capture socio-economic-specific information, VCPS vows to be transparent, fair and equitable to all who conduct business with the district. The district's procurement website includes opportunities for businesses to register as a supplier.

Orange County Public Schools (OCPS), meanwhile, takes a visible and vigorous approach to supplier diversity. Within their procurement services department, OCPS features an Office of Business Opportunity, with staff dedicated to maintaining and enhancing supplier diversity.

## HEIDI HERZBERG

VICE MAYOR OF DELTONA,  
DELTONA CITY COMMISSION



### A BIRD'S EYE VIEW.

Heidi Herzberg is not only Vice Mayor of Deltona, she has been a small business owner, worked in both local and international business and is an active community volunteer. All this gives her a unique perspective on Volusia County, a perspective that she brings to the table as a member of the Executive Board of Team Volusia Economic Development Corporation. Heidi knows what companies are looking for when they are considering relocation or expansion. She knows they can find it in Volusia County and works with her fellow board members to help Team Volusia Economic Development Corporation promote the community throughout the state, across the nation and around the world.





OCPS is the fourth-largest school district in Florida (and the ninth largest in the nation), with more than 207,000 students at 180 schools. Its supplier database includes nearly 1,850 registered women, minority and veteran-owned businesses. In fiscal year 2017, the district's total spend (both in direct purchase orders with MBEs and subcontracting with diverse suppliers) was approximately \$155 million. The district's commitment to supplier diversity has earned it numerous awards, including the 2017 Local Corporation of the Year honor from the Florida State Minority Supplier Development Council (FSMSDC).

"Our students and families are very diverse, and we believe it's good business practice to do business with companies that represent our customer base," said Joycelyn Henson, senior administrator in OCPS' Office of Business Opportunity. "Also, spending money with small local businesses drives business back into the homes of the children and families in the areas we serve."

Like many districts, OCPS has a myriad of procurement needs. They partner with vendors on everything from day-to-day supplies (pencils, paper, toiletries) to professional services (legal, insurance) to large-scale construction projects (engineers, architects).

To infuse diversity into its procurement process, Henson takes a two-pronged approach. "Internally, we educate our teachers and school personnel about our supplier diversity program," Henson said. "We encourage them to recommend any minority owned businesses that may want to participate in our procurement process."

She added, "In the community, I meet one-on-one with diverse business owners to determine specifically where the business ownership markets their products and services – who's the buyer, where do we buy it, will we be procuring it again." Henson also serves as an active participant in OCPS's vendor selection process.

## Making a Commitment to Mentorship

To educate and mentor small and minority-owned businesses, OCPS hosts "How to Do Business" sessions on the last Friday of every month. These networking events allow local business people to meet with OCPS leadership, meet some of the district's buyers, ask questions about the procurement process, and teach them how to compete and market themselves to the district. "We've been hosting these sessions for two years, and we average 10-to-12 participants each month," Henson said.

For OCPS, one of the greatest benefits of maintaining a robust supplier diversity program is community involvement. "When we form relationships with other organizations that support small businesses, such as the chamber, FSMDSC, WBENC (Women's Business Enterprise National Council), it opens up dialogue," Henson said. "They are seeking business opportunities. And we're encouraging them to become partners in education. So, the company makes a commitment to the school, the school makes a commitment to the company, and we work together to support public education."

Henson points to two local minority-owned vendors who have become both business and educational partners. One, a printing company, has evolved from providing small printing needs for the district to providing large signs and banners for OCPS football games and other athletic events. "Other parents got to know him through the school's programs, and they became his customers," Henson said.

Another is a construction business that partnered with OCPS in its infancy. It has since grown to become one of the Orlando area's 50 fastest growing companies, as ranked by the Orlando Business Journal, and won a 2017 FSMSDC MBE Supplier of the Year award.

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*Our students and families are very diverse,  
and we believe it's good business practice  
to do business with companies that  
represent our customer base ...*



## How to Compete for Business

While it may seem daunting, becoming a supplier for any corporation is within reach for many MBEs. Some tips to get started:

1

**GET CERTIFIED** – Entities such as the NMSDC and WBENC certify minority and women-owned businesses. Such certification will send a message to buyers that your business is ready to compete. It also will allow your business to enjoy member benefits from such groups, including numerous professional development, mentoring and networking opportunities.

2

**LEARN THE PROCESS** – When it comes to procurement, every company has its own method of doing business. Learn them. Many companies with formal supplier diversity programs – and some without – will list their procurement processes on their website. Most will ask a business to register (For example, both VCS and

OCPS use an online tool – VendorLink – that allows visitors to register and alerts them to potential opportunities.).

3

**GET INVOLVED** – Companies enjoy connecting with businesses of all types, because having more potential vendors gives procurement departments the opportunity to drive efficiency. Attend networking events. Get to know the organization or company you wish to do business with. Ask questions. Most companies will be happy to help. 🐟



Kyle Hardner is a freelance writer, editor and business-to-business content specialist located in Port Orange. His background includes managing and leading communications for a major health care system in Pennsylvania. He's also well-versed in insurance, technology, logistics and all things business. His website: <http://hardnercommunications.com/>.



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# HOW RICH IS YOUR DIVERSITY?

by Lisa Habermehl





The Department of Labor (DOL) reports that one of the largest market segments in the U.S. is not a particular race, gender or age group, but people with disabilities – some 56 million. That's quite a "purchasing power" especially when you include their families, caregivers and friends. So, the questions that follow: How is your business tapped into this huge potential workforce? Is it targeting, or engaged with, this expansive customer base at all?

According to the DOL's 2012 report, *Business Strategies that Work: A Framework for Disability Inclusion*, the best way to reach a specific market is to have it represented in your workforce and in your market research. By doing this, you better understand a community's needs and interests, while they in turn can assist in your efforts to reach new segments and broaden your business.

## EMBRACING CHALLENGES FROM A DEPENDABLE WORKFORCE

In October 2015, members of Duvall Homes' board and executive staff reached out to MBI, the INC 500 print and mail company in DeLand, to discuss contracting participants from Duvall's Adult Day Training (ADT) program. Duvall Homes, Inc. is a nonprofit 501c3 organization that has provided residency and services for people with developmental disabilities in Central Florida since 1945. Its ADT program trains people with Down syndrome, Autism, Cerebral Palsy and many other types of disabilities, to help them achieve social, vocational and life skills.



| A Dependable Workforce: Duvall Homes Adult Day Training (ADT) Workshop in DeLand

After meeting with MBI's Piecework/Fulfillment Department, a pilot test was scheduled. "There were definite challenges that surfaced during that first project, and we were grateful for the patience and understanding that took place during the learning curve," said Shirley Zonneville, Duvall Homes' Director of ADT. After certified support specialists from Duvall matched the skills of ADT participants with specific tasks, the ADT team was able to prepare up to 12,000 mail pieces in less than a day. For some of Duvall's participants, who range in age from 34 to 69, it was the first time in their lives they had earned a paycheck. This makes everyone involved proud, including the contracting company. "Duvall Homes is the only organization we have worked with off-site, and we're proud of the work they do, but this is not charity work," said Linda Newman, MBI's Human Resources Coordinator. "It's all about business, and getting the job done well by a dependable workforce."

**SAVE THE DATE**  
**09 . 28 . 18**  
**DUVALL HOMES**



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FINE CUISINE • INSPIRING  
AWARDS & HONOREES**

The Board of Regents of Duvall Homes proudly presents the **4th ANNUAL INSPIRATION GALA** on September 28, 2018. **LAST YEAR'S EVENT SOLD OUT**, so be sure to mark your calendars to get inspired! Through the generous support of those who attend, we are able to strengthen the programs and services we offer to people with developmental disabilities living in our community. [Gala location, details, and sponsorships at [DuvallHomes.org](http://DuvallHomes.org).]

### Building Opportunities that Impact Our Community

Learn more about Duvall Homes' programs and services and the

#### **2018 Inspiration Gala**

Contact Elizabeth Bhimjee, CMDO  
[EBhimjee@DuvallHomes.org](mailto:EBhimjee@DuvallHomes.org)





Florida's Agency for Persons with Disabilities and Division of Vocational Rehabilitation advocates for people with disabilities by providing vocational assessments, job coaches and talent scouts to find meaningful careers. Providers like The Arc of Volusia, WORC and Conklin Center for the Blind offer similar services as Duvall. Managed by CEO Shawn Abbatesa, a disabled USAF Veteran, staff at The Arc research jobs in the community with their clients to determine individual interests prior to applying for a position. "Our Supported Employment Department will then assist with filling out applications, the interview process and with on-the-job training," said Julie Bluel, Director of Programs at The Arc.

"Employers that hire individuals we serve consistently tell us how dedicated they are to their jobs and the workplace," said Brevard Achievement Center President & CEO, Amar Patel. "People with disabilities want to work because, like all of us, they want to be independent and self-sufficient."

## DEVELOPING A TEAM CULTURE OF INCLUSION

Employers can learn from the Anne Sullivans (Helen Keller's teacher) and Eustacia Cutlers (Temple Grandin's mother) of the world, who persevered to teach, correct, train and empower their loved one living with a disability so they could flourish in life to become competitive, happy citizens. It was not by luck that Keller became the first deaf-blind person to earn a BA or Grandin, who is Autistic, a PhD. Support specialists, teachers and job coaches are similar to these maternal cheerleaders. They collaborate with business leaders from all sectors, providing insight on how to better understand and utilize the talents of people living with a developmental disability.

One can learn from leaders who advocate employment inclusion. Leaders like Publix Super Markets, who have hired people with disabilities for decades. DaVita Labs, the diagnostic laboratory servicing kidney dialysis organizations and physician practices, serves people with special needs on a daily basis. This is one reason why DaVita is an expert voice on serving people with disabilities living in our community. "At DaVita Labs, we're a community first and a company second," said Jason Cline, DaVita's Vice President and General Manager. Moving group home furniture, landscaping, and even providing a respite space and entertainment in its new facility in DeLand for Duvall

residents following Hurricane Irma, are some examples of how DaVita Labs engages its employees with the developmentally disabled community. "In addition to participating in various service projects at Duvall Homes during the past four years, our teammates and leaders derive great fulfillment and a unique camaraderie from supporting and interacting with our Duvall neighbors. I am encouraged by the endless possibilities of our partnership in 2018 and beyond."

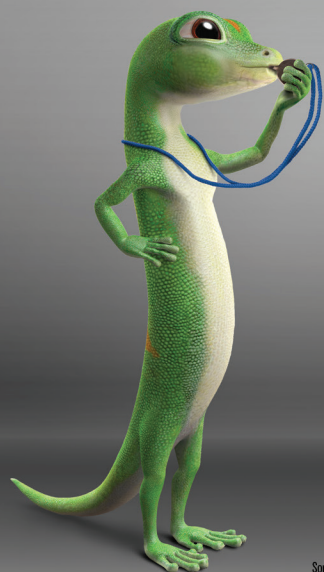
So how can you create an environment to employ, contract or engage people living with a disability? The Office of Disability Employment ([dol.gov](http://dol.gov)); the What Can You Do Campaign? ([whatcanyoudocampaign.org](http://whatcanyoudocampaign.org)); Florida's Agency for People with Developmental Disabilities Abilities Work Help Desk (APD. [myflorida.com](http://myflorida.com)) and EARN, the Employer Assistance Resource Network ([askearn.org](http://askearn.org)) are just a few informative resources for businesses interested in diversifying their employee culture and the way they do business. Assess your organization's culture of inclusion by taking the Disability Equality Index (DEI) Survey ([DisabilityEqualityIndex.org](http://DisabilityEqualityIndex.org)). "The more the community gets involved with the people we serve, the sooner we'll be able to remove the misconceptions about people with developmental disabilities," said Steven DeVane, Duvall Homes' Chief Executive Officer.

Be a divergent leader. Attract new talents that enrich your company's diversity by tapping into a market segment that most definitely will do much more than just stimulate your bottom line.

”

*The more the community gets involved with the people we serve, the sooner we'll be able to remove the misconceptions about people with developmental disabilities ...*

- Steven DeVane, Duvall Homes' Chief Executive Officer



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*Employers consistently rank employees with disabilities among their best, most dedicated workers, with some of the lowest rates of turnover.*

- Carol Glazer, President of the National Organization on Disability

## RECIPIENTS OF COMMUNITY SERVICE BY PEOPLE WITH DEVELOPMENTAL DISABILITIES IN VOLUSIA COUNTY

Halifax Humane Society

Salvation Army

Publix Super Markets

Retirement Community Visits

Freedom Playground Rebuild

Council on Aging (Meals on Wheels)

Rise Against Hunger

Habitat For Humanity Restore

Journey's End Animal Sanctuary

(Duvall Homes & The Arc of Volusia, 2015-2017)



## TOTAL DOLLARS EARNED FROM SUPPORTED CONTRACTED WORKSHOP EMPLOYMENT:

**\$156,000**

(Duvall Homes & The Arc of Volusia, 2015-2017)



## TAX INCENTIVES UP TO \$9,600

are available to businesses who hire unemployed veterans with service-connected disabilities  
US Dept. of Labor's Work Opportunity Tax Credit,  
[Veterans.gov](http://Veterans.gov)



## 30,000 CENTRAL FL HOUSEHOLDS

have an individual between 18 and 65 with a developmental disability who could live on their own (thus work)  
[Edyth Bush Charitable Foundation, EdythBush.org](http://EdythBushCharitableFoundation.org)

## EVOLVE *Takeaways*

Share with us the total earned, or hours volunteered, in the past two years by people with disabilities at your business at [Editor@EvolveDaytona.com](mailto:Editor@EvolveDaytona.com).

## COMMON JOBS

held by people with developmental disabilities:  
[NationalCoreIndicators.org](http://NationalCoreIndicators.org)



Building/  
Grounds Work



Assembly/  
Manufacturing



Food Prep,  
Retail/Stock



Administrative  
Work



Mail  
Distribution

## ENRICH YOUR TEAM CULTURE

Visit [WhatCanYouDoCampaign.org](http://WhatCanYouDoCampaign.org)

For Questions, contact [SDeVane@DuvallHomes.org](mailto:SDeVane@DuvallHomes.org)



Lisa is Director of Marketing at Duvall Homes, Inc. She has worked in Integrated Marketing Communications and Brand Management for nearly 20 years, producing award-winning articles and publications for various organizations. She holds a Bachelor of Science (Kin) from the University of Ottawa. Contact her at [LHabermehl@DuvallHomes.org](mailto:LHabermehl@DuvallHomes.org)



# BUSINESS OWNERSHIP SURVEY

## *Volusia County, Florida, USA*



### VOLUSIA COUNTY

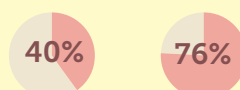
#### EMPLOYER BUSINESSES (Total Businesses)

**2,724** out of 12,380



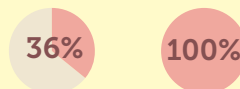
#### NON-EMPLOYER BUSINESSES (Total Businesses)

**16,036** out of 40,090



#### ALL BUSINESSES (Total Businesses)

**18,760** out of 52,470



### FLORIDA

#### EMPLOYER BUSINESSES (Total Businesses)

**81,794** out of 393,247



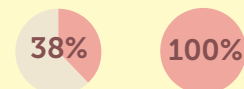
#### NON-EMPLOYER BUSINESSES (Total Businesses)

**726,023** out of 1,706,940



#### ALL BUSINESSES (Total Businesses)

**807,817** out of 2,100,187



### USA

#### EMPLOYER BUSINESSES (Total Businesses)

**1,035,655** out of 5,424,458



#### NON-EMPLOYER BUSINESSES (Total Businesses)

**8,842,742** out of 22,201,902

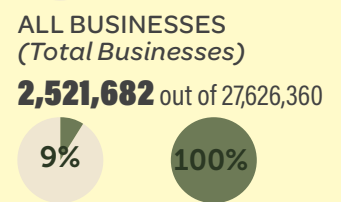
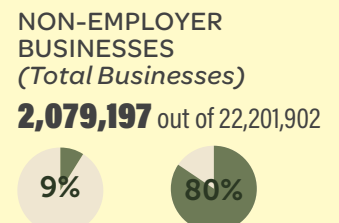
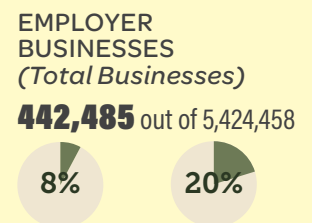
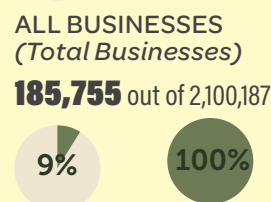
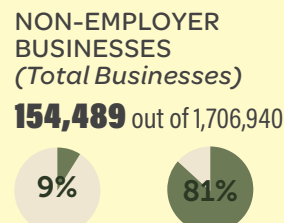
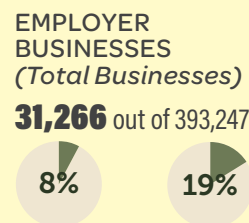
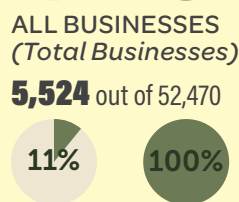
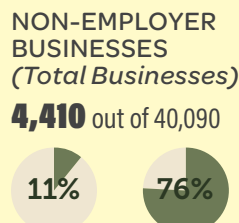
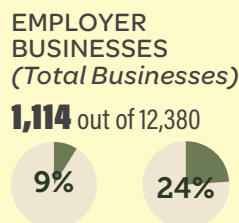
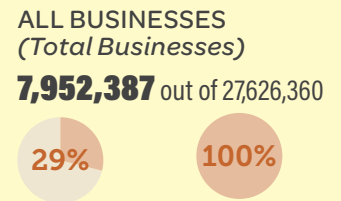
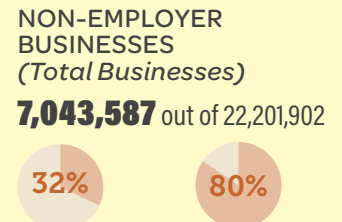
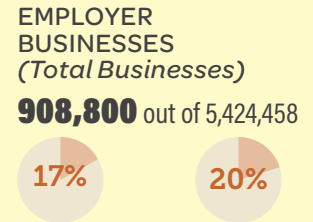
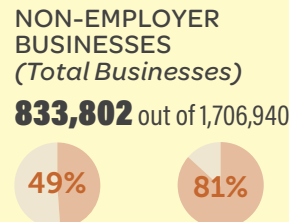
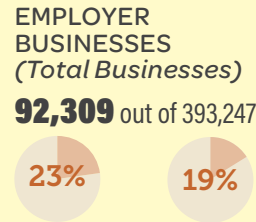
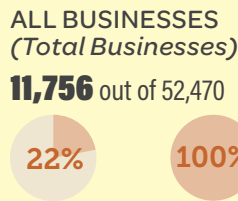
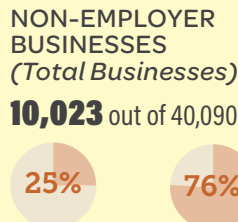
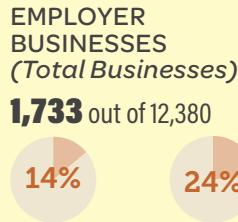


#### ALL BUSINESSES (Total Businesses)

**9,878,397** out of 27,626,360







Note: A non-employer business is one that has no paid employees, has annual business receipts of \$1,000 or more (\$1 or more in the construction industries), and is subject to federal income taxes. Most nonemployers are self-employed individuals operating very small unincorporated businesses, which may or may not be the owner's principal source of income. Source: US Census Builder, US Census 2012 Survey of Business Owners. Compiled by Volusia Economic Development.



# SUPPLIER DIVERSITY

## Advocacy Groups



**NMSDC**

National Minority Supplier  
Development Council

**National Minority Supplier  
Development Council**

[www.nmsdc.org](http://www.nmsdc.org)

1359 Broadway, 10<sup>th</sup> Floor, Suite 1000

New York, NY 10018

(212) 944-2430



**National Veteran-Owned  
Business Association**

[www.NaVOBA.org](http://www.NaVOBA.org)

313-315 N. Main St

Carnegie, PA 15106

(724) 362-8622



**The Volusia Hispanic Chamber of Commerce**

[www.volusiachamber.org](http://www.volusiachamber.org)

915 Doyle Road, Suite 303/PMB 350

Deltona, FL 32725

(386) 626-4264



**US Business Leadership Network**

[www.usbln.org](http://www.usbln.org)

1310 Braddock Place, Suite 101

Alexandria, VA 22314

(800) 706-2710



WOMEN'S BUSINESS ENTERPRISE  
NATIONAL COUNCIL

**Women's Business Enterprise  
National Council**

[www.wbenc.org](http://www.wbenc.org)

1120 Connecticut Ave., NW, Suite 1000

Washington, DC 20036

(202) 872-5515



**National LGBT Chamber of Commerce**

[www.nglcc.org](http://www.nglcc.org)

729 15th St., NW, 9<sup>th</sup> Floor

Washington, DC 20005

(202) 234-9181