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Wedgworth Leadership Institute
for Agriculture & Natural Resources



Class
IX

Let's Reflect

Director's Dialogue *Dr. Hannah Carter*

"What you have brings value to the whole."
-Mr. George Knox

My first experience in Miami was with Class V of this program. I was the graduate assistant and had never been to this foreign place called Miami—what a learning experience! The seminar in South Florida continues to amaze me—the challenges, the cultures, the people all make the week we spend in Miami and south Florida such an integral part of this program. This seminar was no different.

Back to Class V—one of the speakers that Dr. Trotter had speak to the group was Mr. George Knox. Mr. Knox is an attorney, one of Miami's 100 Most Power People and one of the most incredible speakers that the WLI has been fortunate to have volunteer their time to share their thoughts with our classes—he "kicked off" Class IX's seminar in Miami and did so in stellar fashion. I think about this quote and how it applies to this program—what each program participant and alumni member have to bring value to the whole of this program and to Florida agriculture and natural resources. He also stated that "we're all in this

together"—how true is this when thinking about the issues affecting agriculture and natural resources and when thinking about why this program was started—so we could all be in this together as we work on solutions and answers to these issues. Every class bemoans the number of thank you notes they have to write—but those thank you notes are what brings people like Mr. Knox back—so thank you for writing!

Our week in South Florida was simply incredible—from a view of South Florida from atop Titan America's tower, to understanding the impact this business has on the area, to being truly "servant leaders" at the Chapman Partnership, to spending time with Justin Sayfie and examining the impact of the coast of Miami—from a Coast Guard perspective and a Port of Miami perspective. I could go on and on...but I don't have to as you'll read all about it in the pages of this "Let's Reflect" newsletter.

This seminar's success was due to many WLI alumni as well—from Sylvia

Gorden, to Francisco Pines opening his home to the class. From touring Teena Borek's farm and learning from her, to being able to say we did laps on a NASCAR track thanks to Stephen and Jennifer Shelley. My job is made that much easier by the willingness of WLI alumni to step up and offer ideas, meals, tours, their contacts and their wanting this current class to have an even better experience than they did. That is what is incredible about this program—the people who make it what it is—and to all of you I say "Thank you!"

Class IX's next seminar will be to Tallahassee and the Panhandle area the week of March 17th. This is a combination of two seminars to make for a brand new seminar in southwest Florida in May – the program continues to evolve!



Multiple Perspectives *Brittany Lee*



During the Miami session, WLI Class IX started the week off by listening to Mr. George Knox. Mr.

Knox had a vibrant and interactive way of engaging the group. He suggested that each of us have the ability to stretch further than we may think, that humility is an important virtue, and tribalism, or a cooperative community, may be the path to solving all the world's problems, or at least several problems facing the agricultural community today.

Mr. Knox passed around a photo and asked what each of us saw. Some of the group identified one animal, the rest another. This was his poignant segue into perspective. He professed that as leaders we need to be able to change our perspective so we can see other things, to suspend our own opinions while surrendering to the opinions of others. Throughout the week, we were exposed to many perspectives, and as Mr. Knox so eloquently suggested, Class IX openly and excitedly embarked on their South Florida journey.



Titan America

From 400 feet in the air, our group stood atop a tower in the middle of Titan America's Pennsuco location. Pennsuco has the capacity to produce 2.2 million tons of cement yearly and supplies sand, concrete, and ready-mixed concrete to all sectors of the construction industry in Florida.

From high up in this tower we could see miles of lime rock pits in one direction and the Miami skyline in the other. The contrasting view from our high vantage point is not the most impressive thing about Titan America.



They have proactively identified a 'tipping point' regarding climate change, economic depression and urban expansion in sixty seconds or less

To quote their mission statement: "to challenge the status quo by educating decision makers at the legislative level, the design community, and the construction industry to perceive the world through the lens of sustainable development." In their efforts to promote environmental and product responsibility, the Pennsuco location recently was redesigned to recover and use the heat from their kiln and from the cooling clinker. This has resulted in a reduction of energy requirements and a more consistent product. They have reduced their NOx and other emissions per ton of clinker to the lowest in Florida.

Titan is a model company and a leader in their industry for environmental excellence, safety, land stewardship, conservation, sustainability and energy efficiency.

The Cuban Community and its influence on Miami

From the height and vantage of the west Miami lime rock mines to the depths of Calle Ocho, the imprint of the Cuban community is undeniably visible in South Florida. In 1959 when Cuba fell to communism, many sought refuge in the United States. A mere 90-miles away, Florida became a refuge for Cuban nationals seeking political asylum from Castro's tyrannical regime.

Representative Annie Betancourt relayed her history to Class IX over picadillo and black beans and rice. She recalled the day she left Cuba and everything she knew, her journey to American citizenship and provided insight about the 500,000 Cubans who flooded South Florida in just 15 years following Fidel Castro's Cuban Revolution and his subsequent Presidency.

The first waves of Cubans to immigrate were predominantly businesspeople and professionals. Soon after they arrived, the Cuban people began to open businesses and establish roots in what has become known as Little Havana.

Calle Ocho which runs directly through it was the center of social, cultural and political activity for the Cuban Community. Representative Betancourt made a clear distinction from the Cuban born American immigrants and the first generation Cuban Americans. The Cuban born immigrants kept their vibrant cultural heritage alive and instilled a love for their island as well as patriotism for America in their children.

Little Havana is an homage to their memories of their Cuba, their culture and their homeland. These new American citizens quickly became active in the Miami business community, and the political community. It is widely accepted that Cubans are one of the most economically successful US immigrant groups, though this same group of reluctant immigrants were slow to assimilate into American culture. Most of these people believed they would return to Cuba after the dust of the revolution settled.



Dr. Miranda outlined many of the socio-ethnic communities of Miami and how they have influenced the greater Miami community. Both Representative Betancourt and Dr. Miranda shared their experiences as Cuban Americans, and their perception of what being Cuban American meant to them. Their patriotism for both Cuba and the United States was strong and unwavering.

Homestead-Miami Speedway

Only a short 30-mile drive from the hustle and bustle of Calle Ocho, there are green fields and tropical trees. Entering into the city of Homestead is a stark contrast to the bright lights of Miami. Homestead has focused on preserving and renovating historic buildings. They have been building and establishing new businesses and reviving their downtown district, part of a designated Main Street Community of the Florida Bureau of Historic Preservation.

After Hurricane Andrew in 1992, Homestead was the focus of national news for the devastating destruction that Andrew left in its path. Homestead had to rebuild their community from the bottom. Since 2002 Homestead has experienced a building and housing boom which is uncharacteristic for the rest of Miami-Dade county.



The Homestead-Miami Speedway lies just southeast of the Homestead downtown area. Pulling up to the track was exciting. Driving through the predominantly agricultural neighbors, to turn the corner and see the speedway reveal itself as if it was a mirage. The Homestead-Miami Speedway itself sits on approximately 600 acres, looming as high as a 12-story building.

Upon arriving, we were directed immediately to pull up into an already forming line of Wedgworth cars. Waiting, watching, wondering what we were going to do next while anticipation was building.

All the sudden we got waved on to continue driving, the cars ahead turned in and were seemingly driving under the Grandstands, then we entered. Excitement and confusion set in as we saw an opening at the end of a tunnel. We were heading outside? Pure exhilaration set in as we hit the track!



Wedgworth Class IX was racing on the Homestead-Miami Speedway! The 55 feet track width proved to barely be wide enough for all the passing and swerving that we were doing as we zoomed through the 2.21 mile road course several times. From out on the track, the view was brilliant. One could imagine a packed house of 65,000 fans cheering and waving. 65,000 paying customers who are buying refreshments, paraphernalia, staying in nearby hotels and visiting local establishment. We were looking out into the stands of economic prosperity. The two speedways in Florida generate an annual economic impact of over \$2.1 billion for the State of Florida and over 35,000 jobs.

As Mr. Knox suggested, WLI –IX suspended our own opinions and really absorbed the opinions, beliefs and unique perspectives of all the speakers and sites we visited.

As we continue this Wedgworth journey together, we will take many things we learned and observed during the Miami South Florida session and build upon those as we go forward.



On the track!



Lunch at La Carreta



Titan America Concrete Products

Economic & Security Considerations *Frank Wells*



During our second Wedgworth seminar, certain themes came up frequently. Among the most prevalent were the many interconnected issues around

water, the environment, and the economy – all topics of vital concern to our agriculture and natural resources communities.

Many interests compete for limited supplies of water, wrestle over the appropriate balance of water quality, and contend with how to safeguard access to sufficient water today and in years and decades to come. The class heard from James Murley, the Executive Director of the South Florida Regional Planning Council and Debbie Griner of the Department of Regulatory and Economic Resources who spoke about planning for the state's largest metro area at a city, county and regional level. Their talks touched on the challenges of balancing the interests of multiple stakeholders for a region with a strong urban base with a large influx of international residents and visitors; a growing push for more suburban development; a substantial commercial and industrial base; and still a major agriculture area for the state.

The concerns include planning for adequate transportation and other infrastructure; appropriate zoning to accommodate population growth while also preserving the region's agricultural land; and preparing for sea level rise, which is already measurable and increasing in the region. This is already producing saltwater intrusion into the aquifer, affecting water supplies, and also impacting stormwater drainage; roads, bridges and other transportation assets; and electric utility infrastructure and electrical systems in homes, buildings and businesses. This heightened risk, in an already storm-prone region, raises the specter of a Hurricane Sandy like disaster at immense cost, and planning adequately

to handle the current and future effects in a resilient fashion as the region continues to grow was a key theme in the work the area has done via the Miami-Dade Sea Level Rise Task Force and the region's seven-county fifty-year plan. That plan, including a number of interactive tools, can be seen at www.seven50.org.

Joe Collins of Lykes Bros, former Chair of the South Florida Water Management District, also spoke to the class, highlighting issues of water supply, management, treatment and planning at an even-larger scale, including the ongoing efforts to restore wetlands and improve water quality throughout the Everglades ecosystem. With his role overseeing all of Lykes' ranching operations, he had a very valuable perspective on the challenges, especially for agriculture, in meeting the stringent, science-based water cleanup requirements, and the desirability of flexibility and adaptability in addressing those cleanups over the long term.



Mr. Joe Collins

The next morning, the class was treated to a guided tour on the Anhinga Trail in Everglades National Park, an immersive experience of this extraordinary natural treasure, with talks from senior park staff and a panel discussion including government, ag extension and conservation and restoration speakers.

All those presentations and discussions presented an excellent context for the value of water and environment to communities, businesses and agriculture particularly. Other valuable insights into the vast web that makes up a regional economy, particularly one so internationally

connected as South Florida, came from visits to the Port of Miami (with what, the class agrees, was our most colorful tour guide to date!) and a discussion of economic drivers in the smaller community of Homestead, often overshadowed by its larger neighboring cities.



The Port is undergoing a multi-billion-dollar expansion to accommodate the Post-Panamax ships that will be using the Panama Canal after its expansion, greatly increasing the cargo capacities of vessels and of the Port overall. Among many expansions to the infrastructure and logistics capabilities there, one of the most noteworthy was the tunnel under the channel that will allow trucks to bypass downtown and directly access the interstate system, so that a truck can load a cargo container in Miami, and not need to stop for a traffic light until reaching its destination exit in New York for instance.



On the Anhinga Trail

In Homestead, the class was treated to a tour of the Homestead-Miami Speedway, home of the final Championship Weekend races for NASCAR – including a tour in our cars driving on the oval track and the road course! What an unforgettable, Wedgworth-only experience – ask a class member to see some pictures, and even video. Our host for the evening was Vice Mayor of the City of Homestead Steve Shelley, whose wife, Jennifer Helms-Shelley, was in Wedgworth Class XIII. He and Mayor Jeff Porter spoke from the heart about the challenges of balancing the existing major agricultural base for the City with encroaching development from Miami, and the vision that led the community to build the Speedway, which has become a major economic driver, attracting a great deal of outside money to the town during all the events it hosts.

Another highlight of the week was the visit to Coast Guard Sector Miami for a briefing from Commander Kelly Fouch about the mixed mission of Coast Guard as a uniformed branch of the military with a principally law enforcement role comprising everything from drug and immigrant interdiction to vessel inspections to search-and-rescue operations.

The class also toured a newly-commissioned cutter used in those missions, with some advanced technologies including a patrol boat that can be deployed and retrieved into the ship while it is under way. We didn't get to fire the big gun – but a few of us did get to meet the ship's "morale dog", who goes out on patrol with the crew to give them some additional companionship and a taste of home.

As always, this seminar gave us a peek into countless interconnections of issues, people, infrastructure and economy – "a mile wide and an inch deep", as our beloved leader is so fond of saying – often leaving us more to ponder and question than what it actually answered... and that, of course, is a major piece of how Wedgworth "develops and refines the leadership capabilities of leaders in Florida agriculture and natural resources." Class IX was filled up to overflowing again – and already eager to get back for Seminar III!



On the Coast Guard Cutter



USDA APHIS Facility

It Takes a Community *Justin Hood*



During our Miami session, WLI Class IX visited a shelter, Chapman Partnership. During our visit, members learned about the issues that affect the homeless in the Miami-Dade area. Chapman Partnerships is a comprehensive, support program that includes emergency housing for families and individuals, meals, childcare, medical, dental, and psychiatric

services. It also includes job training, employment placement, and assistance with long-term stable housing. The organization empowers the homeless to be self-sufficient by providing help and stability during a challenging time in their life and teaches them the skills needed to get back on their feet. Over the last 10 years, Chapman Partnership has helped reduce Dade County's homeless population significantly. The community support of this program and the taxation of the food and beverage industry provides a strong financial base for Chapman Partnerships. The food and beverage tax is a very creative and innovative source of funding for this impactful business. Many WLI members' eyes were opened with this insightful and

unique experience. Counties could benefit from the approach Miami-Dade takes with their homeless population.



Ready to serve at the Chapman Partnership

Fruit and Spice Park

One of the stops during the week was at the Fruit and Spice Park in Homestead, FL. During the visit, guide Chris Rollins took us across the 37 acre tropical, botanical garden. This park is the only one of its kind. It has over 500 varieties of fruit, vegetable, spices, herbs, and nuts. It has over 160 mango varieties, 75 banana varieties, and 70 varieties of bamboo to name a few.



The mission of the park is to increase public interest and awareness and disseminate information in the cultivation, propagation, and uses of tropical fruits and vegetables in south Florida. Fruit and Spice Park is supported through fund raising activities, volunteer efforts, and participation in community projects. It is host to many cultural and culinary events each year. It also holds many workshops on pruning, gardening, aroma therapy, and cooking with the many different fruits and vegetables of the region.

Teena's Pride

Teena's Pride is a row crop and greenhouse vegetable farm located in the Redland's area of Miami-Dade County. Tina spent the morning showing us the many crops that she and her family cultivates including corn, pepper, leafy vegetables, and several varieties of heirloom tomatoes. Marketing strategies were shared to include the Farm Fresh Delivery Program and Community Supported Agriculture (CSA).

CSA is a consumer-based program where individuals purchase part of the farm and receive their produce directly from the farm. Teena's Pride really showed us the diversity of farming in Homestead and the relationships between the bigger city and the rural farm community.

Tropical Research and Education Center (TREC), IFAS

TREC was the final destination of the WLI Class IX week in the Miami area. TREC was established in 1929 and encompasses approximately 160 acres of offices, labs, greenhouses, fields, and tree crops. They specialize in tropical and sub-tropical ag and natural resources including pest/disease management, biotechnology, and plant physiology and adaptation. They also focus on soil and water quality, hydrology, and sustainable ag and bioenergy crops. Like all IFAS education centers across the state, TREC offers courses and workshops that benefit the agricultural industry in the area. This program works to develop pest and disease-resistant varieties of



Papaya Research at TREC

many fruit and vegetables grown in the most Southern part of the State. One of the primary focuses of TREC is to provide science-based support to the agricultural community. One example of how this is accomplished is by a plant diagnostic clinic. This clinic is helpful to growers, in that, it quickly identifies pest and disease and, in some cases, recommended treatment.



Learning about the Fruit and Spice Park



Ms. Teena Borek



Wedgworth Leadership Institute
Class IX
Seminar 3

Tallahassee
Florida Panhandle



While most of the country was still in the midst of arctic vortexes and record snow fall, those issues seemed a million miles away when we arrived in sunny Miami. Although I have had the chance to visit Miami previously, WLI seminar II was truly an eye opening experience.

While in south Florida we were fortunate enough to hear from industry leaders and regional experts. We also had the opportunity to see the area from a vantage point few will ever be able to (atop the Titan America cooling tower). Later while driving on the Homestead Miami Speedway the experience went from eye opening to once in a lifetime!

The seminar also forced me to begin thinking about the world in broader ways. This weekend my daughter will turn one. While my wife and I couldn't be happier, I also wonder, 'What will the world look like when she grows up?'

Much of the seminar centered around water – both adequate quantity and quality now and in the future. My recurring thought was that this is not someone else's issue to deal with – I also have a responsibility to become an active participant in the conversation – and hopefully part of the solution!

One of the team building exercises we introduced at the seminar was to challenge the class to come up with their own Big Hairy Audacious Goal (BHAG) as it relates to water. The discussion that occurred during the seminar, and after, was amazing. There are so many great ideas; I'm very excited to see where this talented group of individuals chooses to focus.

It continues to be my honor to work with the Wedgworth Leadership Institute, and I am so grateful to be part of this amazing organization!

Erin Archey
Ben Butler
Joshua Craft
Josh Culpepper
Matthew Curran
Jerry Davis
Mallory Dimmitt
Tavis Douglass
John Evans
Lee Ann Fisch
Noah Handley
Jennifer Hodges
Rod Hollingsworth
Justin Hood
Danny Johns

Brittany Lee
David Lively
Duane Mathis
Jennifer Parrish
Brian Patterson
April Porter
David Register
Emma Reynolds
Daniel Scott
Scott Smith
Lauren Trad
Baxter Troutman
Frank Wells
Leigh Ann Wynn



Everglades National Park