EMERGING TIMES ...growing toward the future

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TALLAHASSEE





n January, Class 11 of FFVA's Emerging Leader Development Program convened in Tallahassee to learn about the legislative process and hear from members of the Florida Legislature on bills that might impact the industry. The class was joined by FFVA President Mike Joyner, Chair Aaron Troyer, Vice Chair David Hill and Lisa Hill.

The class toured the Capitol, visiting the floor of the House and Senate; learned about priority bills this session for FFVA, including SB 1000 – Nutrient Application Rates; and met with several state officials, including Florida Representatives McClure, Payne, Roth, Tomkow and Tuck; Florida Senators Albritton and Mayfield; and FDACS Deputy Chief of Staff Alan Edwards. Class 11 also had the opportunity to hear from FFVA consultant Gary Hunter; members of the Florida Ag Coalition (Eric Edwards with U.S. Sugar and Jim Spratt with FNGLA/Magnolia Strategies); Mary Ann Hooks with UF/IFAS; and Donna Watson with Fresh From Florida.

Pictured above is Class 11 on the old Capitol building steps with Joyner, Troyer and the Hills.

CONTENTS

Capitol tour offers glimpse at inner workings of state government2
Ag issues in Florida – where leadership matters3
Working to keep IFAS strong4
Fresh From Florida brings awareness to local ag industry4
Tomkow impresses5
Roth – a friend to Florida ag6
Mayfield inspires7
Leading and leaving a legacy in agriculture 7
Collaboration between FFVA and FDACS good for industry8
We can be policy makers or policy takers9
Albritton on the future of Florida9
Tuck: Impactful and historic10
A look at the Senate Ag Committee11
Debating the state dessert12
A note from the editor 12
Reflections: A firsthand experience at the Capitol13
ELDP news14



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Capitol tour offers glimpse at inner workings of state government



By David Wheeler Jr. Wheeler Farms, Inc.

hile visiting Tallahassee for the 2022 legislative session, FFVA ELDP Class 11 had the opportunity to tour the Florida State Capitol. President of FFVA Mike Joyner directed the tour, which included stops at the House of Representatives, the Senate, and the meeting room and offices of the Florida Cabinet. Each of these departments play a key role in the legislative process of our state's government.

The House of Representatives has 120 seats for elected representatives. These

seats are surrounded by beautiful paintings that represent the state of Florida's unique history. Next on the agenda was the Senate, which has a total of 40 seats for elected senators. The Cabinet Meeting Room is on the lower level of the Capitol. The Cabinet is made up of four members: Florida's Governor, Chief Financial Officer, Attorney General, and Commissioner of Agriculture. A meeting took place in the Cabinet Meeting Room for the Florida Division of Elections during our visit but was unfortunately being held remotely by the members. The members

of the tour group were still enabled with the opportunity to listen in.

The tour wrapped up with the group heading to the

17th floor, which has beautiful panoramic views of the City of Tallahassee and Leon County. An art exhibit is also located on this floor which includes rare paintings from the famous Florida Highwaymen group, which sold paintings roadside across the state for many years.

The Capitol tour provided great insight into the political world of the representatives and senators that are elected by the citizens of Florida, further emphasizing the importance of voting. Florida is a very

diverse state that blends together at this important location. The tour was a truly remarkable experience, and I strongly encourage everyone to experience it at some TO FLORIDA'S CAPITOL

point.

Ag issues in Florida – where leadership matters



By Jackson Autry **Everglades Equipment**

hen it comes to defending agricultural issues in the state of Florida, we are fortunate to have individuals like Jim Spratt, Eric Edwards, and FFVA consultant Gary Hunter in our corner. As members of the Florida Ag Coalition, which provides support to farmers throughout Florida, one can be sure the heartfelt concerns of landowners and farmers alike are tackled with a tenacity required in today's political world.

Members of Class 11 of the FFVA **Emerging Leader Development** Program had the chance to meet with this team of lobbyists and learn the key principles to addressing current



agricultural issues: knowing your topic, educating the general public about your industry, and working together to unify shared goals. Utilizing these principles to address both political and public pressures can have astonishing results on the way the agricultural industry is interpreted.

Additionally, Gary Hunter noted that it's important to have a "leadership driven process... it matters who's in charge." Having the right people in place to address political issues with the potential to transform an industry is paramount; many of the bills created are an attempt to amend agricultural processes, placing additional restrictions on farmers.

Although most bills are formed with good intent, they can also be created on the precarious foundation of misinformation. In the event that a bill is formed on such basis, the most partisan of audiences can be educated and influenced with sound, qualified leadership in place.

As the divide deepens between the political masses, it is imperative that we have advocates like these willing to use their knowledge and talent to bridge the gap between those who approach agriculture issues with deprecating tendencies and those searching for safe haven support in their livelihood.





Working to keep IFAS strong

uring the Tallahassee trip for Class 11, our group received a presentation from Mary Ann Hooks, director of governmental affairs for UF's Institute of



By John Watson Florida **Foundation Seed Producers**

Food and Agricultural Sciences (UF/IFAS). Hooks received her degree in public relations from the University of Florida, and she gained extensive legislative experience working with the Florida Farm Bureau Federation (FFBF) prior to joining UF in 2009.

Hooks' presentation focused on four major topics: (1) the role of the UF/IFAS Office of Governmental Affairs; (2) the process of developing and advancing legislation that

is important to UF/IFAS; (3) the ongoing importance of building relationships; and (4) current legislative priorities.

The UF/IFAS Office of Governmental Affairs primarily serves as a liaison between UF/IFAS and state and federal legislators. In this role, the office educates legislators on the research, extension, and teaching efforts of UF/IFAS, provides advice and guidance on the development of new agricultural policies, and works to advance bills that help UF continue to fulfill its mission as a land-grant university. Mary Ann specifically mentioned that FFVA, FFBF, and the Florida Cattlemen's Association are vital to helping shape new agricultural policy.

The office works with UF/IFAS administration and the Board of Governors throughout the summer and fall to identify UF/IFAS' legislative priorities, a process which culminates in the legislative session lasting 60 days each year.

Without question, the research, extension, and teaching services provided by UF/IFAS are extensive and unparalleled, and a significant portion of the funding for these services is allocated from the Florida Legislature. The continuation of these services is vital to the continued strength of Florida agriculture, including Florida's fruit and vegetable producers. Our class thanks Mary Ann and her staff for their presentation and their ongoing efforts for UF/IFAS and Florida agriculture.



Fresh From Florida brings awareness to local ag industry

n individual does not have to be directly involved in the agriculture community to be familiar with the Fresh From Florida brand and logo. Whether it was while



By Chacen **Taylor Lipman Family Farms**

shopping in your local grocery store or in your neighborhood seafood market, you have probably seen the colorful logo that indicates the product you are purchasing was produced in the Sunshine State. Agriculture is the second-largest industry in the state of Florida and employs approximately 2.4 million Floridians, including farmers, ranchers, and fishermen.

In a time where a large amount of marketing takes place on social media, it is important to have a well-recognized brand that lets people know the commodity at hand is of the utmost quality, and Fresh From Florida has done just that. The brand's social media marketing team provides tips, recipes, seasonal information, and produce availability to their followers. Some other media outlets where the Fresh From Florida brand may be prevalent are television, streaming applications, in-store ads, radio, and online shopping, just to name a few. These outlets drive consumers to view more

information at the Fresh From Florida website where they can learn about memberships and monthly newsletters.

Shopping local has progressively become more important to consumers when considering the health of their families and the growth of their local economy. With the current and past COVID-19 crisis, Fresh From Florida plays an important role in helping Florida agriculture continue its comeback and stand firm against ongoing supply chain issues. They are also working to fight against Mexico's unfair trade practices and heightened global tariffs, while working to maintain Florida's place among leaders in agriculture in the global marketplace.

Buying local allows the consumer to do their part in helping to contribute to their local economy, while also ensuring fresh, quality ingredients are on their tables. Fresh From Florida makes recognizing local products an effortless process, which in turn supports Florida's agricultural industry.

Tomkow impresses



By Chris Meyer Corteva Agriscience

n a brief discussion on the floor of the Florida Capitol building, Representative Josie Tomkow left a strong impression on ELDP Class 11 of the opportunities for young people interested in affecting our state's agricultural policy. In 2018, she decided to run for a vacant seat in her district and was elected at the age of 22, even before graduating from the University of Florida with a bachelor's in political science.

Rep. Tomkow is from Polk City and represents the town she grew up in as State Representative of District 39. As a third-generation cattle rancher and seventh-generation Floridian, Rep. Tomkow emphasized how her family history keeps her grounded on the important issues for her and her district. Furthermore, her involvement in the family cattle business, Florida Farm Bureau Federation, and Florida Cattlemen's Association further

enriches the experience Rep. Tomkow has with Florida's agricultural industry. After being elected Chair of the Agriculture and Natural Resources Appropriations Subcommittee, Rep. Tomkow is fulfilling her goal and campaign promise of giving farmers and ranchers support in Florida's

In addition to her commitment to agriculture, Rep. Tomkow has sponsored successful bills that support law enforcement and child welfare. In the 2022 legislative session, Rep. Tomkow is highly involved

with passing a balanced state budget and is sponsoring bills to improve rural communities' access to highspeed broadband and reducing burdens on businesses affected by the COVID-19 pandemic. Rep. Tomkow is a great example of how a young person can take advantage of an opportunity and make a huge difference in their community. Anyone who desires change in state policy should ask themselves the same question Rep. Tomkow asked when a vacant seat opened in her district: "If it wasn't me, then who?"







Roth – a friend to Florida ag



By Dan Kimble **Harplyn Irrigation**

hile Florida Representative Rick Roth may currently represent the more urban District 85, his heart is with Florida agriculture. Recently, Rep. Roth spent time with ELDP Class 11 discussing his role in the Florida House. As a farmer and businessman, Rep. Roth understands the demands and challenges that are currently facing our industry, leading him to not want to be the

"normal" representative.

Among other House committees, Rep. Roth currently serves on the House Agriculture & Natural Resources Appropriations Subcommittee. While his other committee assignments are not associated with agriculture, Rep. Roth is certainly a friend to agriculturalists in that many legislators seek his guidance and feedback on agricultural legislation.

Rep. Roth's future focus, he said, would entail Florida Forever funding and conservation to protect Florida's land and water resources against urban sprawl. He said his goal in the House is to give agriculture an opportunity to pass to the next generation.

Rep. Roth encouraged the class and farmers to participate in the legislative process either by running for office or getting to know their legislators. Roth believes that business owners make great legislators because of their ability to solve problems. He also advised that when meeting with a legislator to first ask how much time they have to meet, prioritize the issues, and clearly indicate whether or not you support or oppose particular legislation.

It is encouraging to have such an advocate for Florida agriculture representing all of us in Tallahassee, and we are all grateful for Rep. Roth's service to our state.



Mayfield inspires

enator Debbie Mayfield is an inspiring individual. She took a difficult situation and made the best out of it. Through her perseverance, she



Bv Carisa Keller Alico Inc.

has been able to become a voice for the growers throughout the state of Florida.

She first started her political career because of her late husband, Stan Mayfield, who served in the House from 2000 to 2008 until he was unable to run again due to term limits. Despite the challenges she was facing at the time, she ran for his House seat and won by a landslide in 2008. Then, on Nov. 8, 2016, she took office as a member of the Florida Senate. She currently represents District 17, which is comprised of Indian River and Brevard County. She serves on the appropriations subcommittees that focus on agriculture, environment, general government, transportation, tourism, and economic development.

Senator Mayfield has won a number of awards for her dedication to her projects from the Economic Development Commission of Florida's Space Coast, the Florida Shore and Beach Preservation Association, and the Big Brothers/Big Sisters Association of Florida, just to name a few. One of the biggest projects that she undertook was "Save the Indian River Lagoon." The lagoon was an important asset to the community of Indian River, and she did not want to see it go away. The idea behind the project was to raise enough funds to help create better water policy, water storage and treatment. The lagoon would ultimately be restored to its natural glory. I am excited to see what Senator Mayfield continues to bring to the table for Florida and the agriculture industry.





Leading and leaving a legacy in agriculture

Putnam County native, Rep. Bobby Payne is a strong and important voice in agriculture for the state of Florida. A father to a blueberry and hay



By Charlie Hurst **PGIM Real Estate**

farmer and a state representative for rural Bradford, Clay, Putnam and Union counties, Rep. Payne believes it is imperative to lead and leave a legacy in agriculture. He spoke with the group about how important it is to have balance in the state of Florida, preserving the landowner's right to keep their land "green" and how wildlife, land conservation, and rural family land grant bills he supports promote those rights and responsibilities.

Rep. Payne also touched on very important bills to be considered in this session such as nutrient application (SB 1000) and the development of current or former ag land (HB 909/ SB 1210), of which he is a strong supporter and believes they give the farmer and landowner opportunities to do what is best for their livelihoods and places they call home.

Before leaving the group, Rep Payne said that one of his main goals is to help farmers and their businesses and stay out of the way. However, it became clear to us that people like him need to continue to pave the way and be the voice for Florida farmers, ranchers, landowners, and businesses as they continue to combat the pressures, regulatory reform, and policies that would inhibit their success and the state's reputation as a leader in agriculture.



Collaboration between FFVA and FDACS good for industry



By **Leo Camelo HM Clause**

uring the two-day visit learning the inner workings of our State Capitol, one thing became clear. Mike Joyner and FFVA are well-connected and respected. This was evident first-hand during our visit with Alan Edwards, the deputy chief of staff for operations for the Florida Department of Agriculture and Consumer Services (FDACS).

Edwards is originally from Polk County and held leadership roles at FDACS during Adam Putman's tenure, including operations and budget director. He currently serves as one of two chiefs of staff after a long career of expanding responsibilities. The department has over 4,000 employees, and an annual budget of over \$2.8 billion dollars. This makes Florida's Department of Agriculture the third largest in the United States. The Food Nutrition and Wellness program is the lion's share, costing \$2.1 billion. A large portion of the budget is used in its Forestry division, including equipment

maintenance and conservation easements. The Fresh From Florida® program then has a budget of \$8.5 million, and citrus research also sees approximately \$8 million in dedicated funding.

The department is currently tracking over 500 different bills that are proposed for this legislative session. Edwards stated that the department works closely with FFVA. It's a primary goal of both organizations to keep Florida's agriculture industry productive and profitable. He also was very appreciative of the work the two did together on trade during the USMCA discussions with the federal government.



We can be policy makers or policy takers



By Jason Chandler **Grimmway Farms**

he 2022 Florida legislative session was in its early stages during our visit to Tallahassee, but policy makers and industry groups were hard at work to shape several key pieces of legislation that will have an impact on Florida's specialty crop growers.

One of our key visits was with Representative Lawrence McClure, of Plant City, representing District 58. Rep. McClure provided an overview of this year's session and insights on HB 1291, which is his companion to Senate Bill 1000 (Sen. Albritton) and aims to provide growers with the ability to tailor nutrient application rates for citrus.

As he stated, "Many of the current nutrient recommendations for citrus were created before greening and new cultural practices were in place. We have to be smart and provide time and resources for scientists to conduct research and provide relevant solutions for the crops we grow and that our communities depend on." He went on to comment that "the notion that ag is not good for Florida is simply wrong; but if it's the only thing people hear, then they may begin to believe it."

We were challenged to "step up and stand up" for our industry and to get involved with both our local and state government officials. Rep. McClure's

closing comment that "Florida's farmers have been minding their own business for the last decade" was certainly thought-provoking to the entire ELDP class. We owe it to our communities, our rivers and streams, the land-grant universities, our customers, and to the future of Florida's ag industry to be engaged as policy makers, not takers.



Albritton on the future of Florida farming

((T t's going to be a good time for folks like us. I guarantee it," said Senator Ben Albritton of Florida's 26th District to members of Class 11 of the FFVA Emerging Leader Development Program.



By Gracelyn **Byrd** U.S. Sugar

On our educational trip to Tallahassee in January, Class 11 experienced the excitement of Florida's Capitol as it buzzed



with staffers and legislators trying to make the most out of the 2022 session amidst the challenges of an election and redistricting year. Senator Albritton, who will succeed Senator Kathleen Passidomo as the president of the Florida Senate in 2024, graciously took time out of his busy schedule to meet with us for a discussion about legislative priorities this session and his positive outlook on the future of farming in Florida.

First, the senator is fighting back against arbitrary thresholds through Senate Bill 1000. If passed, the legislation will allow farmers to work with certified professionals to tailor nutrient application rates on a site-specific basis. Second, Senator Albritton is addressing an often overlooked, but critically important issue for Florida farmers and ranchers. "The biggest threat to Florida agriculture is not nutrient management," said Albritton. "Are we going to sell our land? That's the biggest threat." Confronting this challenge will require passing legislation that adds value to privately owned land through conservation easements. As a fifth-generation citrus farmer from Hardee County, Senator Albritton understands the challenges facing Florida's agriculture industry and will make an excellent president of the Florida Senate in two years.





Tuck: Impactful and historic



By **Matt Bardin** Glades Crop Care Inc.

lass 11 enjoyed an impressive schedule of meetings with many influential people at the Capitol. At the top of that list was Rep. Kaylee Tuck of Highlands County. She represents a very large House district (55) that covers Highlands, Glades and Okeechobee counties as well as part of St. Lucie County.

At first glance, Rep. Tuck is a powerful young real estate attorney who succeeded in an aggressive campaign just after graduating from law school. In our short time with her, it was clear to see her passion for helping people with

land use and property rights concerns. Her heritage in citrus and cattle is what led her down the path she has taken. She has been called a young superstar in the House with her work on property rights, expanding on the Bert Harris Act. Rep. Tuck sponsored a bill last session to improve property owners' position in an event they are inordinately burdened by governmental action. This includes streamlining a judge's ability to conclude damages and attorney's fees as well as promote dispute resolution. The bill passed.

Rep. Tuck feels a deep responsibility in her role as a legislator with the impactful and historic changes to come in the current redistricting process. Along with her support of the Right to Farm Act and focus on improving Best Management Practices, it is clear she is a friend to agricultural concerns.



A look at the Senate Ag Committee



Bv Ben Backus DLF Packing

he weather in Tallahassee was dreary at best, but ELDP Class 11 was full of fire and ready to help kick off the 2022 Florida Senate Agriculture Committee session.

On Class 11's final day in the Capitol, we had the honor and privilege to sit in on the Senate Agriculture Committee. It is made up of Florida Senators Ausley, Boyd, Bradley, Burgess, Perry, Polsky, Rouson, and Rodriguez. It is chaired by

Senator Rouson and vice chaired by Senator Bradley. The day's agenda was to hear two important bills trying to make their way through the Senate: SB 1832 Food Recovery and SB 1902 Farm-to-Plate Investment Plan.

SB 1832 was introduced by Senator Brodeur; its companion is HB 1379. It states that "a food recovery entity may negotiate the price per pound for produce and reimburse agricultural companies on a dollar-for-dollar basis for costs relating to picking, packing, precooling, and transporting high-quality fresh fruits and vegetables from the farm to the food recovery entity." The pilot program is planning on working with over 40 growers and has a goal of providing 50 million

pounds of fresh fruits and vegetables to Floridians in need by July 2025.

The second bill discussed, SB 1902 Farm-to-Plate Investment Plan, was introduced by Senator Torres and accompanied by HB 1573. SB 1902 aims to "stabilize and revitalize farm and food businesses in the state." This would entail attempting to increase the demand for Florida-grown produce, provide farm jobs with livable wages, and diversify the state's agricultural portfolio, among many other strategies to help benefit agriculture for Florida.

Both bills still have a long road ahead before they have the chance to be passed, but FFVA will continue to monitor their progress.





Debating the state dessert



By Miles Armstrong TradeMark Nitrogen

or those who've asked the question - what is Florida's state dessert? - we are here to tell you that the answer is complicated.

During our final day at the Capitol, we had the pleasure of sitting in on a meeting of the House State Affairs Committee. To our surprise, we learned that HB 567, sponsored by Representative Lawrence McClure, had been brought forth to name our state's dessert as the Strawberry Short Cake.

Some might ask themselves, what about the Key Lime Pie? Well, that has already been named as the state pie. The reason for designating the state dessert was brought forth to highlight one of Florida's premier agricultural commodities, the Florida strawberry, and the industry that surrounds the production of this special crop from roughly December to March of each growing season.

During the bill's debate period, a few additional ideas were proposed to emphasize the bill's potential impact. One representative brought up the idea of highlighting the significant labor requirements currently required to produce and

harvest this crop, as well as the quality of life for our farmworkers and educating our consumers on what it takes to produce those perfect red berries in time for your annual Valentine's Day celebration. Some guestions were also asked about the topping placed on the strawberry short cake and whether that topping

should be a "natural" Florida dairy topping or if it could include

"vegan" toppings as well.

No debate is simple, but during this exchange, our group had a chance to smile, laugh, and see a few of the personalities in action that we already had the pleasure of interacting with during our trip.

A note from the editor

ELDP Class 11 visited the Florida Capitol at the beginning of session in January. Throughout session, FFVA has provided updates on priority bills in the weekly Capitol Voice emails. Below are a few updates for the specific bills mentioned throughout this newsletter:

- Nutrient Application Rates SB 1000/HB 1291: FFVA's priority piece of legislation this session. Senator Albritton's SB 1000 was unanimously passed by the Senate in mid-February, and Rep. McClure's HB 1291 has passed through all of its committee stops and is on the schedule to be heard on the House floor. FFVA anticipates this bill will make it to the Governor. The original legislation was amended to make it specific only to citrus crops but also added new language requiring IFAS to analyze the use of site-specific nutrient management for additional crops and to develop interim recommendations. Additionally, the sunset provision was changed from 2027 to 2026.
- Pollution Control Standards and Liability SB 1210/HB 909: Rep. Payne's HB 909 and Senator Albritton's SB 1210 have passed through all committee stops and made it through both chambers. HB 909 was passed by the House on Feb. 23 and it was substituted for the companion bill, passing the Senate on March 2. The bill preempts local governments and municipalities from creating overly stringent environmental site assessment requirements for agricultural landowners seeking a land use change and places jurisdictional authority solely with FDEP. The bill is a reaction to the attempt

- made by the Miami-Dade County Department of Environmental Resources Management (DERM) to enact overly onerous environmental site assessment criteria for agricultural properties.
- Food Recovery SB 1832/HB 1379: Senator Brodeur's SB 1832 and Rep. Roth's HB 1379 have seemingly stalled in their respective committees and time is quickly running out for them to be heard in their respective chambers. The bill proposes to implement a pilot program to provide incentives to Florida growers to contribute high-quality fresh fruits and vegetables to food recovery entities in the state.
- Designation of the State Dessert SB 1006/HB 567: Co-sponsored in the Senate by Senators Burgess and Rodrigues and carried in the House by Rep. McClure and the State Affairs Committee, the legislation, which designates strawberry shortcake with natural Florida dairy topping as the official state dessert, will be hitting the Governor's desk for signature. The Senate bill unanimously passed the chamber in late January and Rep. McClure's companion bill passed in the House in early March.
- Farm-to-Plate Investment Plan SB 1902/HB 1573: Senator Torres' SB 1902 and Rep. Davis' 1573 have stalled in their respective committees with the House bill languishing within its first stop of three. Given that the legislative session is only one week from its scheduled end, it is not anticipated that the bills will make it through. The legislation requires DACS to develop a plan with recommendations for legislative action to stabilize and revitalize farm and food businesses.

Reflections: A firsthand experience at the Capitol



By Jackson Autry Everglades Equipment

hile the weather this time of year in Tallahassee is cooling down, the State Capitol building is just heating up. Eager to make their voices heard, legislative representatives from all over Florida descend on Tallahassee for the 2022 legislative session. We had the exciting opportunity to witness and learn about this unique process firsthand.

We began by meeting state officials like Representatives Rick Roth and Lawrence McClure, as well as Senators Ben Albritton and Debbie Mavfield. Despite their hectic schedules, these leaders of the agricultural community were able to offer their undivided attention for brief discussions about their journey into politics and the climate of current agricultural issues.

Also gathered in Tallahassee were representatives from organizations hoping to advance support of their budget proposals. Organizations like UF/IFAS and Florida-grown crops supporter Fresh from Florida are groups that rely heavily on government funding to operate. Building relationships and gaining support from legislators is key to their future success.

Finally, the bills. Hundreds of proposed bills await their turn to weave through the gauntlet of subcommittees that will either grant them approval to move on to the House and Senate floor

for final approval or vote them down. One such bill that went before the senate committee on our tour was SB 1832, the food recovery bill, introduced by Senator Jason Brodeur. This bill, which proposed a pilot program to help reimburse farmers for food donations, was passed unanimously by the committee.

During this legislative period of nonstop meetings and agenda-busting emergencies, the goal is the same of all parties: approval. For 60 days, these advocates for the agricultural industry grind it out with the intent of changing public policy for the benefit of our agricultural future.







ELDP news

- 1 Rachel Walters (Class 1) is now the Regional Grower and Channel Marketing Manager for North America Seeds for BASF.
- 2 Ian Bessell (Class 2) was honored with the 2021 Sales Person of the Year and 2021 Sales Achievement awards by Eurofins.
- **3** Daniel Cavazos (Class 3) was chosen for the National Rice Foundation Leadership Class.
- 4 Taylor Sewell (Class 9) and her husband Marshal (Class 5) welcomed a baby girl, Magnolia Calyx Sewell, to the world on Feb. 5, 2022.
- 5 Zachary Sweat (Class 6) is now the Florida ornamental territory manager for Syngenta Professional Solutions.









