



**2013-14**

**BUSINESS PLAN**

**(Approved by CAC Board on October 10, 2013)**

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# CAC MISSION

To maximize grower returns by enhancing premium brand positioning for California Avocados and improving grower sustainability

**CAC Priority No. 1**

***Position California Avocados as a premium product in order to optimize value\****

*\*(for consumers, retailers, foodservice operators, wholesalers, growers)*

**CAC Priority No. 2**

***Support industry strategy through research and outreach***

**CAC Priority No. 3**

***Advocate for, and engage with, the industry***

**CAC Priority No. 4**

***Cultivate organizational excellence / Demonstrate effective use of resources***



# INDUSTRY STRATEGIC INTENT 2025

# Industry Strategic Intent 2025

California Avocados will occupy a premium position in the U.S. market

## Key Industry Aspirations

California Avocado growers face a staggering array of challenges – sharply rising input costs, particularly water pricing and costs associated with regulatory compliance; the quality and availability of deliveries through the state’s water infrastructure; produce safety and invasive pest issues; and an ever-expanding volume of foreign fruit that constantly exerts downward pressure on farm-gate prices. At the same time, consumer demand for avocados in the U.S. continues to grow at a record pace. Over time, consumers are expected to continue to demand and find value in socially responsible products tailored to meet their lifestyle needs.

Consequently we aspire to the following outcomes:

- An assured place in the market
- A premium price to growers (to be quantified)
- Consistently high-quality production
- Highly productive growers (to be quantified)
- Highly efficient growers
- Consistent production from year-to-year
- Socially responsible practices
- Leaders in innovation
- Consumers perceive California Avocados to be an essential part of a healthy lifestyle

## Preferred Marketplace Position

### **Competitive Advantages\***

- California-grown
- Proximity to Market
- Freshest product, picked at the peak of the season
- Consistency in taste and premium eating quality
- Small, multi-generational family farmers living on and caring for the land

### **Brand Positioning/Promise\***

California Avocados are meticulously and responsibly grown by a select group of family farmers who still cultivate, nurture and harvest their fruit *by hand*...ensuring the world's best tasting, premium quality avocados.

*\*Drawn from CAC consumer research*

### **Target Markets**

- Regional markets from Washington to California to Texas
- Strategic partnerships with retail and foodservice chains whose customers appreciate California's premium avocado

## CAC Core Values

*Core values clarify and make explicit the principles driving CAC decisions*

- Value to the grower comes first
- Leadership is forward thinking, consensus-driven
- Our ethics and integrity are uncompromised
- We're accountable and transparent

## Critical Factors for Success

- We're advocates for, and are engaged with, our industry
  - *It's not enough to run a good marketing program...moving the industry forward requires a partnership between the Commission and growers...each has a role to play and the Commission must be fully engaged with, and supportive of, the industry*
- We know and cultivate a grower profile that will fulfill Strategic Intent 2025
  - *Farmers must meet certain criteria to be viable in the future. It's critical for the industry to have a shared understanding of what that profile looks like and to promote an exchange of information that fosters continual improvement and sustainability*
- We understand what's driving consumer demand for California Avocados and we utilize that understanding in the development and execution of effective marketing programs
  - *Consumers will ultimately determine our future. It's critical we get into their heads and hearts to understand clearly why they currently value the product enough to pay a premium and what it will take to maintain that position. This will help us enhance our premium positioning through effective marketing and communications*
- We enjoy strategic partnerships in the marketplace
  - *Retailers and foodservice operators are the gatekeepers that give us access to the market. We must establish strategic alliances with key customers to maximize the profitability of California Avocados*
- We invest in the technical development of our industry – from the grove through the supply chain to the consumer
  - *A research and development function is in place that makes new technology a cornerstone for strengthening our position as a premium product, now and in the future*

# CAC Strategic Intent

Fueling a premium positioning in the marketplace for California Avocados

## **CAC Priority No. 1:**

***Position California Avocados as a premium product in order to optimize value\****

\*(for consumers, retailers, foodservice operators, wholesalers, growers)

## **Rationale**

California Avocados already enjoy a coveted market position as the most recognized and trusted avocado “brand” in the U.S. This distinction is critical since it creates the foundation for premium positioning—a “must have” for all California growers, who face higher costs of production than are borne by their competitors. Consumers who have an opinion about the origin of their avocados consistently prefer California-grown avocados over those from other sources. This preference usually corresponds with a willingness to pay premium prices when California Avocados are in season, as compared to prices paid at other times of the year. High perception of value by consumers ultimately means increased profitability for retailers, foodservice operators, wholesalers and, most importantly, growers. Premium positioning must never be taken for granted in the increasingly competitive U.S. market.

**Objective 1:** Increase demand for California Avocados in target markets in season

## **Consumer Strategies:**

- 1A. Facilitate emotional connections between California Avocados and our target audience and encourage the sharing of key messaging amongst consumer and culinary advocates
- 1B. Concentrate communications in target markets leading up to and during the season
- 1C. Reinforce strong consumer associations between California Avocados and the American Summer Holidays (Memorial Day – Labor Day), highlighting 4<sup>th</sup> of July as the premier summertime California Avocado eating occasion
- 1D. Promote California Avocado usage for breakfast and snacking

## Trade Strategies:

- 1E. Build programs and incentives that stimulate retail and foodservice partners to commit to purchase Fresh California Avocados from the start of the season through the end of the season
- 1F. Develop new foodservice operator / retail partners and encourage Fresh California Avocado usage / merchandising among existing operators / retail partners
- 1G. Build upon the American Summer Holidays initiative, highlighting 4<sup>th</sup> of July as the premier Fresh California Avocado promotional occasion
- 1H. Promote California Avocado usage for breakfast and snacking
- 1I. Promote the nutrition benefits and healthful usage versatility of Fresh California Avocados to key trade opinion influencers

## Performance Measures:

- Using the 2012 CAC fall tracking study as a benchmark, use consumer research to measure improvements in:
  - Consumer preference for California Avocados in target markets versus those from other sources
    - Benchmarks: 66% prefer California, 5% prefer any other, 29% no preference
  - Attribute ratings of California Avocados in target markets
    - Benchmarks: 45% rating for taste, 50% for premium quality, 60% for freshness
  - Aided awareness in target markets
    - Benchmark: 79% awareness in core markets
  - Percent of avocado shoppers in target markets who look for the origin of avocados and care about buying those that are U.S. grown
    - Benchmarks: 40% look for origin, 71% find U.S. grown important
- Using the 2012 CAC fall tracking study as a benchmark, measure improvements in:
  - Consumer association between avocados and 4<sup>th</sup> of July
    - Benchmark: 10% associate avocados with 4<sup>th</sup> of July foods
  - Reported usage of avocados at breakfast and for snacks
    - Benchmark: 10% eat avocados with breakfast at least once a week
    - Benchmark: 24% eat avocados as a snack at least once a week

- Using 2012 as a benchmark, measure improvements in California Avocado merchandising and coverage leading up to and during 4<sup>th</sup> of July
  - Percent of target retail customers merchandising California Avocados
  - Number of California Avocado retail ads
  - Number of displays
  - Trade and consumer media impressions linking California Avocados with 4<sup>th</sup> of July

**Objective 2:** Increase the value of California Avocados in target markets in season

**Consumer Strategies:**

- 2A. Create communications that highlight the value of the premium attributes of California Avocados and differentiate them from other sources of supply
- 2B. Generate substantiated competitive advantage communication points that strengthen the association between California Avocados and “premium”
- 2C. Communicate Fresh California Avocados’ proximity to market (inherent quality and freshness) competitive advantage
- 2D. Develop communications/activities that promote the nutritional benefits of California Avocados
- 2E. Craft a niche for smaller-size premium California Avocados as an additional offering to larger California Avocados

**Trade Strategies:**

- 2F. Promote the competitive advantages (financial contribution, consistent quality and premium position) of Fresh California Avocados to the trade
- 2G. Prepare programs that encourage the purchase of smaller-sized California Avocados for activation on an as-needed basis
- 2H. Demonstrate the benefits of the California Avocado Commission marketing support and category expertise to the trade
- 2I. Conduct co-marketing promotions with complementary brands that reinforce California Avocados’ premium positioning

**Performance Measures:**

- Achieve positive variances for the California season vs. off season in regards to:
  - Variance between the average retail sales price of avocados sold in the California season and off-season
  - Total retail sales and volume of avocados sold in the California season as compared to off-season
    - Sales per store, per month during the California season vs. during the off-season
    - Volume: (units) per store, per month during the California season vs. during the off-season

**Objective 3:** Establish a California Avocado brand identification from grove to point-of-purchase and apply consistently

**Consumer Strategies:**

- 3A. Develop a California Avocado brand identification (mark) to be used on the fruit and across all marketing and distribution channels
- 3B. Evolve the California Avocado brand style (look, feel and messaging) to be utilized across all marketing channels
- 3C. Persuade consumers to look for “California” as the symbol of premium quality and freshness on the avocados they purchase

**Trade Strategies:**

- 3D. Secure California Avocado branding in consumer advertising, messaging and merchandising conducted by trade channels
- 3E. Demonstrate the value of stronger California Avocado brand identity on the fruit to handlers and the trade
- 3F. Advertise and promote the California brand identification and messaging to all trade channels

**Performance Measures:**

- Utilization of the brand identification applied consistently throughout CAC consumer and trade marketing
- Utilization of California identification (new branding or California reference) in advertising, messaging and merchandising conducted by trade channels

**Objective 4:** Enhance California Avocado leadership position in the produce industry

**Consumer Strategies:**

- 4A. Create new and build upon existing relationships with category thought leaders and influencers
- 4B. Communicate the competitive advantage/benefits of the California Avocado industry growing practices
- 4C. Innovate and lead the industry in consumer communications

**Trade Strategies:**

- 4D. Position the California Avocado Commission as the “go-to” resource for avocado information in the trade
- 4E. Communicate California Avocado industry advances in marketing and other industry-leading initiatives

**Performance Measures:**

- Using the CAC fall tracking study as a benchmark, measure improvements in consumer ratings in target markets for California Avocados in areas related to industry leadership
  - Benchmarks: 47% rating as environmentally friendly; 60% rating for food safety; 49% rating for fair labor practices
- Using 2012 as a benchmark, measure improvements in perceptions of California Avocado leadership by retailers
- Using 2013 independent peer review as a benchmark, measure improvements in industry perceptions of California Avocado leadership within the produce industry

**Objective 5:** Increase awareness of non-Hass, heritage variety California Avocados, including availability (geography and timing)

**Consumer Strategies:**

- 5A. Initiate positioning development supporting non-Hass heritage California Avocado varieties
- 5B. Begin consumer communication about non-Hass, heritage California Avocado varieties

**Trade Strategies:**

- 5C. Communicate varietal characteristics and availability of non-Hass California Avocado varieties to retail customers in a manner consistent with new positioning
- 5D. Support targeted retail promotions of non-Hass, heritage variety California Avocados

**Performance Measures:**

- Approved positioning for marketing non-Hass California Avocado varieties and incorporation of messaging in consumer and trade communications
- Using 2014 tracking study, establish a baseline of awareness of non-Hass heritage variety California Avocados

## **CAC Priority No. 2:**

### ***Support industry strategy through research and outreach***

#### **Rationale**

The long-term success of the California Avocado industry hinges on grower profitability. To achieve greater profits, the industry needs to invest wisely in research and outreach activities that address the most pressing needs of growers. Over the past four years, substantial progress has been made toward focusing the research effort, aligning it with the Commission's broader marketing strategies, and improving communication with and between growers.

This strategic priority recognizes that continual improvement—in terms of productivity, quality, and operating efficiency—is an imperative if the industry is to be sustained. It also acknowledges that advances through research are pointless if they are not communicated to, and adopted by growers. With limited resources, it's critical that research and outreach programs be industry-driven based on needs identified in the CAC strategic planning process. Objectives must be well-defined, scientists must be recruited and matched to specific industry challenges, and all programs must operate with full accountability to justify the investment by California Avocado growers.

#### **Objectives:**

1. Improve the competitiveness of growers by enhancing their productivity and sustainability
2. Ensure consistently high-quality production to support CAC's market development efforts

#### **Strategies:**

- A. Design and implement a technical investment management system that provides a framework for identifying and implementing solutions to problems in the grove or in the supply chain
- B. Educate California Avocado growers and other stakeholders and provide information and tools to improve their decision-making

**Performance Measures:**

- Increase average yield to 10,000 pounds per acre by 2025
- Reduce the cost of growing avocados by 5% by 2025 (compared to a 2010, cost-per-pound baseline)
- More than 70% of California Avocado growers utilize CAC-provided decision management tools and systems by 2025
- More than 90% of the fruit harvested meets the most desired fruit size profile and is free of defects by 2025

**CAC Priority No.3:*****Advocate for, and engage with, the industry*****Rationale**

A successful marketing program, by itself, is not enough to ensure the sustainability of the California Avocado industry. Farming continues to become more difficult as growers operate in an increasingly complex web of competition, regulation, market preferences, and shifting costs. Often, collective action is necessary to affect a positive outcome on a pressing issue that is impacting the industry. The Commission gives growers a mechanism to act in concert and speak with one voice. Through CAC, resources can be brought to bear on common issues like water prices, pesticide registrations, regulatory issues, and food safety concerns, to the benefit of all growers. It's imperative that issues affecting the avocado industry are proactively anticipated, prioritized and managed to shape outcomes that are compatible with the industry's future. CAC must have an issues management program that is ever-vigilant and focused on the future, to ensure that everything possible is being done to safeguard the industry's economic investment. CAC can also serve as a reservoir and conduit for information needed to make growers successful at the business of growing avocados. Informed decision-making is essential to this success and, with a robust outreach program, CAC can deliver relevant information uniquely tailored to California Avocado growers in a way that no other organization can, equipping them to leverage opportunities, redirect threats and adapt to change.

**Objectives:**

1. Proactively shape avocado industry issue outcomes that are compatible with the industry's key aspirations and CAC's values
2. Build a consensus on the strategic direction to be taken to achieve the industry's key aspirations
3. Enhance productivity and profitability through informed decision-making

**Strategies:**

- A. Anticipate and prioritize issues; develop and implement plans that shape issue outcomes
- B. Maintain a state of readiness, enabling CAC to respond immediately and strategically to crisis issues
- C. Collect and compile information vital to contending with our competition and other market forces
- D. Engage and communicate with growers/industry members and develop communication vehicles in multiple formats that deliver relevant information to the industry in a way that promotes discussion, consensus, action, and feedback

**CAC Priority No. 4:*****Cultivate organizational excellence / Demonstrate effective use of resources*****Rationale**

CAC can only assist the industry to realize its strategic intent if it has the full support of its constituents. Grower perception of the value of CAC is directly related to leadership the organization provides, its stewardship of assessment funds collected, and the efficacy of its efforts. Principles of transparency, accountability, and integrity must guide every Commission action. In 2009, CAC was reorganized and its efforts were refocused on strategic priorities that maximize the use of limited resources. Moving forward, CAC must continue to monitor its performance and continuously challenge itself to deliver value for every assessment dollar spent. This is the heart of the board-management partnership. In addition, maintaining a competent team of professionals also requires investment in employee development, and creation of an organizational culture where openness, creativity and innovation are encouraged and rewarded.

**Objectives:**

1. Ensure that the Commission has the proper leadership, organizational structure, and resources necessary to provide value to all assessment-paying growers
2. Maximize California Avocado grower return on investment while minimizing risk and maintaining proper stewardship of grower funds
3. Achieve continual improvement in the operation of the Commission and execution of its programs

**Strategies:**

- A. Conduct outreach efforts to continually identify and recruit new board members, and provide for their proper orientation
- B. Ensure that the assessment rate, revenue, and expenditures are appropriate to meet the industry's needs and grower expectations
- C. Allocate financial resources against industry priorities and develop a comprehensive risk management plan
- D. Create staff development programs that enhance competencies, maintain productivity, and improve effectiveness and job satisfaction

**Performance Measures:**

- Successful, timely board elections and orientation
- Successful vote in industry referenda
- Favorable, unqualified Independent Auditor's opinion on California Avocado Commission's basic financial statements
- Favorable California Department of Food and Agriculture Fiscal and Compliance Audit
- Utilize benchmarking to measure staff performance and program effectiveness that meet or exceed benchmarking targets



# CONSUMER ADVERTISING

# 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Advertising</b>	<b>ACTIVITIES: Media, Production, Program Administration, Market Planning, Research &amp; Other</b>	<b>AGENCY: DGWB</b>
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**PRIORITY 1:** Position California Avocados as a premium product in order to optimize value\*  
\*(for consumers, retailers, foodservice operators, wholesalers, growers)

## **OBJECTIVES:**

1. Increase demand for California Avocados in target markets in season
2. Increase the value of California Avocados in target markets in season
3. Establish a consistent California Avocado brand identification from grove to point-of-purchase
4. Enhance California Avocado leadership position in the produce industry
5. Increase awareness of non-Hass, heritage variety California Avocados, including availability (geography and timing)

## **STRATEGIES:**

- 1A. Facilitate emotional connections between California Avocados and our target audience and encourage the sharing of key messaging amongst consumer and culinary advocates
- 1B. Concentrate communications in target markets leading up to and during the season
- 1C. Reinforce strong consumer associations between California Avocados and the American Summer Holidays (Memorial Day – Labor Day), highlighting 4<sup>th</sup> of July as the premiere summertime California Avocado eating occasion
- 1D. Promote California Avocado usage for breakfast and snacking
- 1E. Build programs and incentives that stimulate retail and foodservice partners to commit to purchase Fresh California Avocados from the start of the season through the end of the season
  
- 2A. Create communications that highlight the value of the premium attributes of California Avocados and differentiate them from other sources of supply
- 2B. Communicate Fresh California Avocados' proximity to market competitive advantage
  
- 3A. Develop a California Avocado brand identification (mark) to be used, once approved, on the fruit and across all marketing and distribution channels
- 3B. Evolve the California Avocado brand style (look, feel and messaging) to be utilized across all marketing channels
- 3C. Persuade consumers to look for "California" as the symbol of premium quality and freshness on the avocados they purchase
  
- 4B. Communicate the competitive advantage/benefits of the California Avocado industry growing practices
- 4C. Innovate and lead the industry in consumer communications
- 4D. Position the California Avocado Commission as the "go-to" resource for avocado information in the trade
  
- 5A. Initiate positioning development supporting non-Hass California Avocado varieties

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Advertising</b>	<b>ACTIVITY: Media</b>	<b>AGENCY: DGWB</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Create and implement target market media plans for use in season <ul style="list-style-type: none"> <li>• Markets and timing based upon BDI/CDI Analysis</li> </ul>	11/1/13	10/31/14	\$5,004,260	Media in each market that consists of but not limited to digital, mobile, in-store, out-of-home and broadcast, which meet reach and frequency targets developed in the media plan
Create and implement national media plan and sponsorships	11/1/13	10/31/14		Media that is only available on a national basis or more cost effective to purchase in such a manner, which meet reach and frequency targets developed in the media plan
Support retail and foodservice account-specific initiatives	11/1/13	10/31/14		Placement of media as agreed upon with specific retail and foodservice chains that carry and promote California Avocados
Implement media and/or sponsorships to build consumption events during our season	1/1/14	9/30/14		Media that consists of but not limited to digital, events and mobile
Implement specific plans supporting a 4 <sup>th</sup> of July promotion	11/1/13	6/30/14		Placement in media that provides opportunity to associate California Avocados as perfect for 4 <sup>th</sup> of July celebrations
<b>SUBTOTAL</b>			<b>\$5,004,260</b>	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Advertising</b>	<b>ACTIVITY: Production</b>	<b>AGENCY: DGWB</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Develop storylines and messaging content that highlight differentiating attributes of California Avocados, including inherent quality and proximity to market competitive advantage	11/1/13	12/31/13	\$380,240	<ul style="list-style-type: none"> <li>• Trend analysis</li> <li>• Grower and stakeholder interviews</li> <li>• Brand Tool Box</li> <li>• Creative brief</li> <li>• Creative graphic guidelines</li> <li>• Graphic elements</li> </ul>
Produce campaign creative materials for media companies to run messaging nationally, in target markets outside California, and in California highlighting that all avocados are not created equal	11/1/13	8/31/14		Advertising creative that consists of but not limited to digital, mobile, in-store, out-of-home and broadcast
Produce materials for retail and foodservice account-specific initiatives	11/1/13	8/31/14		Materials based upon media as agreed upon with specific retail and foodservice chains that carry and promote California Avocados
Develop creative materials to support 4 <sup>th</sup> of July promotions	11/1/13	6/30/14		Advertising creative that consists of but not limited to digital, mobile, in-store, out-of-home, T.V. and radio
Develop creative materials to support new consumption events during our season, including but not limited to snacking and breakfast	11/1/13	9/30/14		Advertising creative that consists of but not limited to digital, mobile and events.
Coordinate and produce the 2013-14 California Avocado Marketing Program book, demonstrating premium positioning, competitive advantages and innovative consumer communications	11/1/13	1/31/14		2013-14 California Avocado Marketing Program book
Work on logistics of having California identity placed on fruit and implemented throughout communications	11/1/13	10/31/14		Plan for implementation as well as a brand standards guide for using the various CAC identities appropriately
Administer CAC Advertising program	11/1/13	10/31/14		Expenses in management of CAC account
<b>SUBTOTAL</b>			<b>\$380,240</b>	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Advertising</b>	<b>ACTIVITY: Program Administration</b>	<b>AGENCY: DGWB</b>		
ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Concept and produce creative elements that support the California Avocado consumer campaign, including proximity to market competitive advantage	11/1/13	10/31/14	\$793,500	Creative campaign elements
Provide strategic direction and consultation as the Commission's lead agency	11/1/13	10/31/14		<ul style="list-style-type: none"> <li>Consultation</li> <li>Insights and analysis</li> <li>Consumer and industry trends presentation</li> </ul>
Negotiate, purchase and reconcile media for all consumer advertising components, with media focused on target markets leading up to and during the season	11/1/13	10/31/14		National, target market and California media plans
Manage media added-value	11/1/13	10/31/14		Additional messaging from media partners at no additional cost to CAC
Extend consumer messaging via trade programs	11/1/13	10/31/14		Mechanicals and materials for vendors to produce display bins, giveaways, booth signage, etc.
Concept and produce elements that support the 4 <sup>th</sup> of July, breakfast and snacking consumption occasions	11/1/13	10/31/14		Creative campaign elements and media plans
Participate in non-Hass/heritage avocado positioning development	11/1/13	10/31/14		Attendance and contributions at non-Hass avocado positioning meeting(s) and communications
Provide messaging and design input for 2013-14 California Avocado Marketing Program book and trade outreach	11/1/13	1/31/14		California Avocado Marketing Program book and associated presentations
Participate in logistic meetings with partners, vendors, handlers and retailers in getting California identity on fruit and in communications	11/1/13	10/31/14		Recommendation and plan implementation
Guide and analyze the CAC Fall Consumer Tracking Study and other research as needed	11/1/13	10/31/14		Tracking study report and other research reports
<b>SUBTOTAL</b>			<b>\$793,500</b>	

**TOTAL CONSUMER ADVERTISING BUDGET: \$6,178,000**



# **CONSUMER PUBLIC RELATIONS & NUTRITION COMMUNICATIONS**

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Public Relations &amp; Nutrition Communications</b>	<b>ACTIVITIES: Public Relations, News Bureau, Nutrition Communications, and Program Administration</b>	<b>AGENCY: GolinHarris</b>
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**PRIORITY 1:** Position California Avocados as a premium product in order to optimize value\*  
\*(for consumers, retailers, foodservice operators, wholesalers, growers)

### **OBJECTIVES:**

1. Increase demand for California Avocados in target markets in season
2. Increase value for California Avocados in target markets in season
4. Enhance California Avocado leadership position in the produce industry
5. Increase awareness of non-Hass, heritage variety California Avocados, including availability (geography and timing)

### **STRATEGIES:**

- 1A. Facilitate emotional connections between California Avocados and our target audience and encourage the sharing of key messaging amongst consumer and culinary advocates
- 1B. Concentrate communications in target markets leading up to and during the season
- 1C. Reinforce strong consumer associations between California Avocados and the American Summer Holidays (Memorial Day – Labor Day), highlighting 4<sup>th</sup> of July as the premiere summertime California Avocado eating occasion
- 1D. Promote California Avocado usage for breakfast and snacking
  
- 2A. Create communications that highlight the value of the premium attributes of California Avocados and differentiate them from other sources of supply
- 2C. Communicate Fresh California Avocados' proximity to market (inherent quality and freshness) competitive advantage
- 2D. Develop communications/activities that promote the nutritional benefits of California Avocados
- 2E. Craft a niche for smaller-size premium California Avocados as an additional offering to larger California Avocados
  
- 4A. Create new and build upon existing relationships with category thought leaders and influencers
  
- 5A. Initiate positioning development supporting non-Hass California Avocado varieties
- 5B. Begin consumer communications about non-Hass, heritage California Avocado varieties

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Public Relations &amp; Nutrition Communications</b>	<b>ACTIVITIES: Public Relations</b>	<b>AGENCY: GolinHarris</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>Artisan Chef Program</b></p> <ul style="list-style-type: none"> <li>• Identify new chefs in CAC markets to add to program, as appropriate</li> <li>• Utilize chefs as spokespeople in outreach opportunities, including peak-season outreach highlighting the premium attributes of California Avocados and differentiating them from other sources of supply</li> <li>• Develop new assets, including recipes and images</li> <li>• Create and coordinate California Avocado Month program, which includes in-restaurant, earned media and social media activities that communicate Fresh California Avocados' proximity to market, inherent quality, freshness and) competitive advantage</li> <li>• Host 1 interactive media cooking event that focuses on the versatility of avocado usage across all day parts</li> <li>• Coordinate blogger event/conference sponsorship that showcases California Avocados and artisan chef(s)</li> </ul>	11/1/13	10/31/14	\$172,000	<ul style="list-style-type: none"> <li>• Expand relationships with all 14 current Artisan Chefs and develop focused scope of work for key partners at the start of the season</li> <li>• Maintain Artisan Chef database</li> <li>• Ongoing review of performance of chefs and solutions for replacements, if necessary</li> <li>• 4 recipes and photographs (News Bureau budget)</li> <li>• 1 interactive media event</li> <li>• 1 blogger conference sponsorship</li> <li>• 1 Pinterest promotion for California Avocado Month</li> <li>• Update to Chef Spotlight</li> <li>• Establish 20 new blogger relationships</li> <li>• Achieve positive California Avocado coverage with at least one key message, photography and/or video included, resulting in an estimated 73 million consumer media impressions</li> </ul>

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>4<sup>th</sup> of July and American Summer Holidays</b></p> <ul style="list-style-type: none"> <li>• Develop and conduct a national consumer media relations program surrounding the American summer holidays time frame (Memorial Day - Labor Day), including an emphasis on 4<sup>th</sup> of July, utilizing third-party culinary spokespeople and media materials</li> <li>• Develop new assets, including recipes (with a grilling focus) and images</li> <li>• Coordinate a national TV segment</li> <li>• Work with blogger ambassadors to develop a Pinterest American Summer Holidays-specific group board</li> <li>• Coordinate with key bloggers and blogger ambassadors to have them host summer get-togethers featuring California Avocados and coordinate coverage of their new American Summer Holidays avocado recipes</li> <li>• Provide content/assets for use in CAC's online channels</li> </ul>	11/1/13	10/1/14	\$62,000	<ul style="list-style-type: none"> <li>• 1 press release</li> <li>• 1 national TV segment about California Avocados</li> <li>• 1 blogger-hosted Pinterest board</li> <li>• 12 American Summer Holidays focused blog posts (budgeted for in News Bureau)</li> <li>• Online/print and broadcast media stories about California Avocados</li> <li>• Achieve California Avocado coverage with an estimated 110 million consumer media impressions</li> </ul>
<b>CONSUMER PR – PUBLIC RELATIONS SUBTOTAL</b>			<b>\$234,000</b>	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Public Relations &amp; Nutrition Communications</b>	<b>ACTIVITY: News Bureau</b>	<b>AGENCY: GolinHarris</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>News Bureau</b></p> <ul style="list-style-type: none"> <li>• Develop targeted, customized pitches/story angles to secure media placements about California Avocados, including California Avocado growers whose stories can deliver support for California Avocados’ premium attributes or proximity to market competitive advantages</li> <li>• Gain media coverage for California Avocados and growers in broadcast, print, social media outlets, qualified blogs and online outlets</li> <li>• Conduct media outreach, including distribution of press materials and responding to media requests</li> <li>• Continue formalized blogger ambassador program; develop rich California Avocado coverage and assets</li> <li>• Partner with key bloggers on individual basis; develop California Avocado coverage and content</li> <li>• Work with blogger ambassadors to develop content/posts that support “California Fresh” consumer integrated-promotions highlighting the premium attributes of California Avocados/ differentiating them from other sources of supply               <ul style="list-style-type: none"> <li>○ California Fresh Snacking</li> <li>○ California Cinco de Mayo</li> <li>○ American Summer Holidays</li> <li>○ California Fresh Breakfasts</li> <li>○ Non-Hass California Avocado Varieties</li> <li>○ Provide social media support with assets/content for “California Fresh” consumer integrated promotions</li> </ul> </li> </ul>	11/1/13	10/31/14	\$243,000	<ul style="list-style-type: none"> <li>• Distribution and placement of 4 press releases</li> <li>• Distribution and placement of 3 mat releases</li> <li>• 8 new recipes with nutritional information and images</li> <li>• Formalized blogger ambassador program with 6 blogger partners who create monthly blog posts leading up to and during season</li> <li>• Partnership activities with 2 additional bloggers</li> <li>• Achieve California Avocado coverage with an estimated 760 million consumer media impressions</li> <li>• New content for CAC’s social media channels</li> <li>• Promotional items for media event attendees</li> <li>• 6 blog posts for CAC blog written by the blogger ambassadors</li> <li>• 6 seasonal/”in the news” blog posts for the CAC blog</li> </ul>

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>California Avocado Grove Tour</b> <ul style="list-style-type: none"> <li>• Create a day for local media/bloggers and NYC-based long-lead media to learn about the premium attributes and proximity to market advantage of California Avocados and smaller-size fruit (focused on snacking)                             <ul style="list-style-type: none"> <li>○ Include tour of groves, packing house and lunch</li> <li>○ Promote the nutritional benefits of California Avocados with incorporation of a local RD ambassador</li> </ul> </li> </ul>	11/1/13	10/1/14	\$34,000	<ul style="list-style-type: none"> <li>• 15 media/blogger attendees</li> <li>• Achieve California Avocado coverage with an estimated 1 million consumer media impressions</li> </ul>
<b>Media Tracking/Reporting</b> <ul style="list-style-type: none"> <li>• Maintain a news clip reporting system</li> <li>• Monitor information and news affecting California Avocados, including crisis and issues</li> <li>• Purchase clips</li> <li>• Provide wrap-up reports of analysis and results for PR campaigns</li> </ul>	11/1/13	10/31/14	\$70,000	<ul style="list-style-type: none"> <li>• Provide timely reports, as needed, on news surrounding crisis and issues</li> <li>• 6 Dashboard reports and presentations</li> <li>• Up to 20 clips for use in wrap-up reports and presentations to the board</li> <li>• 6 wrap-up reports and corresponding story coverage/reels</li> </ul>
<b>Crisis Readiness</b> <ul style="list-style-type: none"> <li>• Develop media training materials and train 3 new board members</li> </ul>	11/1/13	4/1/14	\$8,000	<ul style="list-style-type: none"> <li>• New media training materials</li> <li>• Complete training by 4/1/14</li> </ul>
<b>CONSUMER PR – NEWS BUREAU SUBTOTAL</b>			<b>\$355,000</b>	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Public Relations &amp; Nutrition Communications</b>	<b>ACTIVITY: Nutrition Communications</b>	<b>AGENCY: GolinHarris</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Nutrition Communications</b> <ul style="list-style-type: none"> <li>• Forge/continue third-party relationships with key targeted nutrition-related organizations</li> <li>• Conduct 2 nutrition-related sponsorships</li> <li>• Leverage partnerships with nutrition partners to garner media coverage</li> <li>• Continue R.D. Ambassador program to have partners tell the California Avocado nutrition story</li> <li>• Develop new assets, including nutrition content, recipes and images</li> <li>• Participate in 2014 California Dietetic Association Annual Meeting</li> <li>• Sponsor a health and nutrition blogger event/conference</li> <li>• Leverage HAB research results/messages in CAC nutrition-related media outreach, when appropriate</li> <li>• Content development for the CAC blog, by coordinating with RD ambassadors on the development of original content</li> <li>• Registered Dietitian (RD) review</li> </ul>	11/1/13	10/31/14	\$216,000	<ul style="list-style-type: none"> <li>• Partnership agreements with nutrition organizations, including MedMark/Oldways and Produce for Better Health Foundation</li> <li>• Sponsorship agreements with Produce for Better Health and PBH MyPlate</li> <li>• Continued relationships with current R.D. partners (5)</li> <li>• Timely coordination of CAC's participation in the California Dietetic Association Annual Meeting 2014 and establishment of 20 new relationships</li> <li>• 1 blogger conference sponsorship</li> <li>• California Avocado coverage containing HAB nutrition research messages, where appropriate</li> <li>• Coverage reaching an estimated 90 million consumer media impressions</li> <li>• 1-2 new nutrition messages</li> <li>• 4 blog posts for CAC blog written by RD ambassadors</li> <li>• Two new California Avocado nutrition content information assets delivered by 12/31/13 for use in CAC programs</li> <li>• Review of CAC materials requiring RD review and input</li> </ul>
<b>CONSUMER PR – NUTRITION COMMUNICATIONS SUBTOTAL</b>			<b>\$216,000</b>	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Public Relations &amp; Nutrition Communications</b>	<b>ACTIVITY: Program Administration</b>	<b>AGENCY: GolinHarris</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Program Administration &amp; Strategy/Planning</b> <ul style="list-style-type: none"> <li>• Provide administrative support surrounding PR and Nutrition Communications programs</li> <li>• Contribute to Dashboard</li> <li>• Participate in strategic planning</li> <li>• Attend meetings, as directed by CAC</li> <li>• Develop/present public relations/nutrition communications updates at board meetings</li> </ul>	11/1/13	10/31/14	\$75,000	<ul style="list-style-type: none"> <li>• Coordination of ongoing administrative activities</li> <li>• The GreenSheet and From the Grove articles</li> <li>• Content for board meeting reports/Dashboard, as directed by CAC</li> <li>• Strategic planning participation, as directed by CAC</li> <li>• Board meeting attendance and presentations, as directed by CAC</li> </ul>
Participate in non-Hass/heritage avocado positioning development	11/1/13	10/31/14		<ul style="list-style-type: none"> <li>• Attendance and contributions at non-Hass avocado positioning meeting(s) and communications</li> </ul>
<b>CONSUMER PR – PROGRAM ADMINISTRATION SUBTOTAL</b>			<b>\$75,000</b>	

**TOTAL PUBLIC RELATIONS & NUTRITION COMMUNICATIONS BUDGET: \$880,000**



# TRADE MARKETING: MERCHANDISING

# 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

**PROGRAM: Merchandising**

**ACTIVITIES: Trade Relations – Dues & Sponsorships, Conventions, Key Account Coverage, Retail / Consumer Promotions, Data, Research & Analysis and Marketing Administration**

**PRIORITY 1:** Position California Avocados as a premium product in order to optimize value\*

\*(for consumers, retailers, foodservice operators, wholesalers, growers)

**OBJECTIVES:**

1. Increase demand for California Avocados in target markets in season
2. Increase the value of California Avocados in target markets in season
3. Establish a California Avocado brand identification from grove to point-of-purchase and apply consistently
4. Enhance California Avocado leadership position in the produce industry
5. Increase awareness of non-Hass, heritage variety California Avocados, including availability (geography and timing)

**STRATEGIES:**

- 1A. Facilitate emotional connections between California Avocados and our target audience and encourage the sharing of key messaging amongst consumer and culinary advocates
- 1E. Build programs and incentives that stimulate retail and foodservice partners to commit to purchase Fresh California Avocados from the start of the season through the end of the season
- 1F. Develop new foodservice operator / retail partners and encourage Fresh California Avocado usage / merchandising among existing operators / retail partners
- 1G. Build upon the American Summer Holidays initiative, highlighting 4th of July as the premier Fresh California Avocado promotional occasion
- 1H. Promote California Avocado usage for breakfast and snacking
- 1I. Promote the nutrition benefits and healthful usage versatility of Fresh California Avocados to key trade opinion influencers
  
- 2F. Promote the competitive advantages (financial contribution, consistent quality and premium position) of Fresh California Avocados to the trade
- 2G. Prepare programs that encourage the purchase of smaller-sized California Avocados for activation on an as-needed basis
- 2H. Demonstrate the benefits of the California Avocado Commission marketing support and category expertise to the trade
- 2I. Conduct co-marketing promotions with complementary brands that reinforce California Avocados' premium positioning

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

**PROGRAM: Merchandising**

**ACTIVITIES: Trade Relations – Dues & Sponsorships, Conventions, Key Account Coverage, Retail / Consumer Promotions, Data, Research & Analysis and Marketing Administration**

### **STRATEGIES (cont'd):**

- 3D. Secure California Avocado branding in consumer advertising, messaging and merchandising conducted by trade channels
- 3E. Demonstrate the value of stronger California Avocado brand identity on the fruit to handlers and the trade
- 3F. Advertise and promote the California brand identification and messaging to all trade channels
  
- 4D. Position the California Avocado Commission as the “go-to” resource for avocado information in the trade
- 4E. Communicate California Avocado industry advances in marketing and other industry-leading initiatives
  
- 5C. Communicate varietal characteristics and availability of non-Hass California Avocado varieties to retail customers in a manner consistent with new positioning
- 5D. Support targeted retail promotions of non-Hass, heritage variety California Avocados

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Merchandising</b>	<b>ACTIVITY: Trade Relations – Advertising</b>	<b>AGENCY: Fusion Marketing</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Advertising Support</b> Provide analysis, information, data and support for trade and consumer communications throughout the year	11/1/13	10/31/14	\$11,000	Information, data and analysis, as requested
<b>Retail Trade Advertising</b> Develop trade advertising campaign; strategy, media plan, layout and production of advertisements communicating: <ul style="list-style-type: none"> <li>• Competitive advantages of California Avocados and California brand identity</li> <li>• Retail benefits of displaying and selling California Avocados</li> <li>• Retail sales opportunities of promoting American Summer Holidays - highlighting 4<sup>th</sup> of July</li> <li>• CAC as the go-to-resource for avocado information and programs</li> </ul>	11/1/13	10/31/14	\$29,000	Campaign brief, media plan, creative design, layout and production of 2 to 3 trade print ads and online banner ads
Manage retail trade advertising media plan	2/5/14	10/31/14	\$200,000	Retail trade advertising insertions and placement in approved publications, all billings/payments handled and complete
<b>MERCHANDISING – TRADE RELATIONS ADVERTISING (FUSION MARKETING) SUBTOTAL:</b>			<b>\$240,000</b>	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Merchandising</b>	<b>ACTIVITY: Trade Relations – SRD/Retail Communications</b>	<b>AGENCY: PJ/PR</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>Supermarket Registered Dietitian (SRD) Tool Kit Seasonal Supplements</b></p> <ul style="list-style-type: none"> <li>• Create themed tool kit inserts to support CAC promotions:                             <ul style="list-style-type: none"> <li>○ Snacking: California Fresh Snacking (Kids in the Kitchen theme)</li> <li>○ Breakfast: “California Fresh Breakfasts”</li> <li>○ Summer: California Fresh Summer</li> <li>○ Cooking for 2 (or 1)</li> </ul> </li> <li>• Coordinate and purchase accompanying premiums for mailings to retailers (225)</li> </ul>	11/1/13	8/31/14	\$39,000	<ul style="list-style-type: none"> <li>• 4 Seasonal Campaign SRD Tool Kit mailings, each to include:                             <ul style="list-style-type: none"> <li>○ Themed messaging content, including nutrition message/data</li> <li>○ Recipe and photo</li> <li>○ 3-5 social media posts</li> <li>○ 3-5 intercom announcements</li> <li>○ Template pitch and/or press release</li> </ul> </li> <li>• Themed premium items</li> <li>• Recipe and guest content by Pam Anderson for the Cooking for 2 mailer</li> <li>• Recipe analysis (as needed)</li> </ul>
<p><b>Retailer Outreach</b></p> <ul style="list-style-type: none"> <li>• 4 rounds of personal follow-up to four campaign distributions and season kick-off</li> <li>• Address non-Hass, heritage varieties to support targeted retail promotions as required</li> <li>• Target SRDs, Social Media Managers, Consumer Affairs and other Communications Contacts</li> <li>• Monitor information and news in select retailers regarding California Avocados</li> <li>• Develop wrap-up report, including results</li> </ul>	11/1/13	10/31/14	\$39,000	<ul style="list-style-type: none"> <li>• 10-12 California Avocado placements/promotions (could include retailer demos, cooking schools, online or print, or local television, print or radio segments by SRDs)</li> <li>• Fulfillment of 16+ requests for California Avocado assets from SRDs or communication contact for distribution at events and demos</li> <li>• Coordination of social media content delivery</li> <li>• Pitch non-Hass, heritage variety information to SRDs</li> </ul>

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>California Avocado Grove Tour</b></p> <ul style="list-style-type: none"> <li>• Co-host a 2-day Grove Tour with RMDs, Trade/Retail, Foodservice and PR for 4-5 retail produce decision makers and SRDs, 2-3 trade media, 4 foodservice customers and 1-2 bloggers to learn about California Avocados               <ul style="list-style-type: none"> <li>○ Include grove and packing house tours and lunch</li> <li>○ Plan focused SRD only event</li> <li>○ Follow-up to secure placements</li> </ul> </li> </ul>	11/1/13	6/30/14	\$15,000	<ul style="list-style-type: none"> <li>• 4 SRDs in attendance</li> <li>• SRD special event during grove tour</li> <li>• California Avocado placements secured with 3-4 SRDs in their consumer communication</li> </ul>
<p><b>Produce for Better Health (PBH) SRD at PMA Fresh Summit</b></p> <ul style="list-style-type: none"> <li>• Forge/continue third-party relationships with key SRDs by sponsoring and attending PBH PMA Fresh Summit program events</li> <li>• Follow-up with SRDs to encourage California Avocado program and/or media coverage</li> <li>• Monitor information and news in select retailers regarding California Avocados</li> <li>• Develop wrap-up report, including results</li> </ul>	11/1/13	10/31/14	\$20,000	<ul style="list-style-type: none"> <li>• Sponsorship recognition (name and logo on event materials)</li> <li>• California avocados included in meal</li> <li>• Booth Visits by 30 SRDs</li> <li>• One-on-one personal interaction with SRDs in attendance</li> <li>• CAC representatives participation in all events</li> <li>• Unique SRD messaging</li> <li>• Customized materials for SRDs</li> <li>• 10 new contacts and enhanced relationships with existing contacts</li> <li>• Post-event follow-up</li> <li>• 5 customized retail promotions</li> <li>• Participation in PMA planning calls and meetings</li> <li>• SRD premium giveaways</li> <li>• Wrap-up report</li> </ul>

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>RMD Communication: Retailer Meetings</b> <ul style="list-style-type: none"> <li>• Bridge the gap between produce buyer and SRD; and create opportunity to leverage CAC's marketing and information resources:               <ul style="list-style-type: none"> <li>○ Coordinate opportunity for RMD's to meet with SRDs during their pre-season retailer appointments</li> </ul> </li> </ul>	11/1/13	10/31/14	\$5,000	<ul style="list-style-type: none"> <li>• Secure and support for at least 5 retail meetings</li> </ul>
<b>News Bureau</b> <ul style="list-style-type: none"> <li>• Proactively push out CAC "breaking news" (i.e.; program updates, nutrition updates and news, California Avocado availability, non-Hass, heritage varieties, HAB research study results etc.)</li> <li>• Reactively respond to and fulfill queries from editorial and/or RDs</li> </ul>	11/1/13	10/31/14	\$10,000	<ul style="list-style-type: none"> <li>• Proactive outreach and ongoing prompt responses to queries from retailer communication contacts and SRDs</li> <li>• California Avocado messages, recipes and/or program highlights in retail SRD communications and in-store programs</li> </ul>
<b>Program Administration</b> <ul style="list-style-type: none"> <li>• Provide administrative support surrounding SRD/Retailer Communications Programs</li> <li>• Contribute to Dashboard; articles for The GreenSheet, From the Grove</li> <li>• Attend meetings, as directed by CAC</li> </ul>	11/1/13	10/31/14	\$10,000	<ul style="list-style-type: none"> <li>• Coordinate ongoing administrative activities</li> <li>• Attend meetings</li> <li>• Reporting (monthly reports, The GreenSheet, From the Grove and Dashboard)</li> <li>• Content for board and grower meeting presentation(s)</li> <li>• Ad hoc input for other presentations and trade PR needs</li> <li>• Create annual presentation for appropriate board meeting (i.e., program highlights)</li> <li>• Monthly billing and reporting</li> </ul>
<b>Strategy &amp; Planning</b> <ul style="list-style-type: none"> <li>• Participate in strategic planning</li> <li>• Collaborate with retail group on objectives and strategies for next season</li> <li>• Develop tactical plan and budget</li> </ul>	11/1/13	10/31/14	\$6,000	<ul style="list-style-type: none"> <li>• Participate in strategic planning meetings and conference calls</li> <li>• Strategic plan and budget</li> </ul>
<b>MERCHANDISING: SRD/RETAIL COMMUNICATIONS (PJ/PR) SUBTOTAL</b>			<b>\$144,000</b>	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Merchandising</b>	<b>ACTIVITY: Trade Relations – Dues &amp; Sponsorships, Conventions &amp; Key Account Coverage</b>	<b>AGENCY: Merchandising Program Support</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Trade Associations</b> Continue membership in national and regional trade associations	11/1/13	10/31/14	\$10,550	Payment of dues to: Fresh Produce & Floral Council (FPFC), Produce Marketing Association (PMA), Southeast Produce Council (SEPC), Northeast Produce Council (NEPC), Eastern Produce Council (EPC) & Houston Fresh Fruit & Vegetable Association (HFFVA) and United Fresh Produce Association (UFPA)
<ul style="list-style-type: none"> <li>• Sponsor key national and regional trade events</li> <li>• Communicate American Summer Holidays initiative, California Fresh Breakfast and Snacking initiatives, nutrition and versatility of Fresh California Avocados at events</li> </ul>	11/1/13	10/31/14	\$54,295	Targeted events Sponsorship of and Representation at targeted events: FPFC NorCal & SoCal Luncheons; FPFC NorCal & SoCal Expos; FPFC Industry Tournaments; FPFC Dinner Dance; Food Industries Circle Tournament; National Grocers Assoc. Expo; HFFVA Luncheon; SEPC; NEPC; EPC Expo; and other Retail/Trade sponsorships with key message communication at each event
Exhibit at PMA's Fresh Summit and communicate California Avocado competitive advantages	11/1/13	10/31/14	\$166,000	Expo participation and sponsorship at PMA's Fresh Summit in October 2014 in Anaheim, CA with key message communication to target audiences
Conduct retail key account meetings in the Midwest/Southeast	11/1/13	10/31/14	\$92,000	Retail call reports summarizing key account meetings in the Midwest/Southeast, Southwest, Northeast and Northwest: <ul style="list-style-type: none"> <li>• Programs that incentivize retailers to carry California Avocados throughout the season</li> <li>• Value of California Avocado brand identity on the fruit</li> <li>• Non-Hass California Avocado varieties and their individual characteristics</li> <li>• Retailer Incentive Program</li> </ul>
Conduct retail key account meetings in the Southwest	11/1/13	10/31/14	\$92,500	
Conduct retail key account meetings in the Northeast	11/1/13	10/31/14	\$36,175	
Conduct retail key account meetings in the Northwest	11/1/13	10/31/14	\$89,000	
<b>MERCHANDISING – TRADE RELATIONS (MERCHANDISING PROGRAM SUPPORT) SUBTOTAL:</b>			<b>\$540,520</b>	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Merchandising</b>	<b>ACTIVITY: Retail/Consumer Promotions</b>	<b>AGENCY: Merchandising Program Support</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Pitch and secure in-season promotions with key Corporate accounts	11/1/13	10/31/14	\$41,850	Promotions with Costco, Kroger, Safeway, Sam's Club & Walmart that strengthen California Avocado brand identity
Coordinate and secure retail and integrated consumer promotions, including programs in support of the American Summer Holidays, California Fresh Breakfasts and California Fresh Snacking	11/1/13	10/31/14	\$92,000	<ul style="list-style-type: none"> <li>• Co-marketing promotion(s) with complementary brands that reinforce California Avocado premium positioning</li> <li>• Nielsen Clearing House (coupon redemption handling)</li> <li>• Themed-promotion Recipe Photo Shoot</li> <li>• Themed-promotion Recipe Brochures</li> </ul>
Support Retailer Incentive Program with rewards for participating in various California Avocados programs, including ads, displays, POS, "California Fresh" usage programs, supermarket registered dietitian activities, blogs and more	12/1/13	9/30/14	\$40,000	<ul style="list-style-type: none"> <li>• Printing/distribution of contest announcement materials</li> <li>• Verification of account participation qualifications</li> <li>• Prizes for retailer incentive program</li> </ul>
Conduct account-specific Retail Performance Programs	11/1/13	10/31/14	\$146,400	Promotions featuring California Avocados in the Midwest, Northeast, Northwest, Southeast, Southwest, including Independent Retailers throughout the season featuring: <ul style="list-style-type: none"> <li>• California Avocado branding in various retail channels</li> <li>• American Summer Holidays, breakfast and snacking initiatives</li> <li>• Non-Hass heritage varieties (when applicable)</li> </ul>
Secure retail commitment to utilize California Avocado display bins during the California season	11/1/13	8/31/14	\$100,000	<ul style="list-style-type: none"> <li>• Production of 4,000 California Avocado Display Bins</li> <li>• Delivery of bins to key accounts to promote California Avocados at point-of-purchase</li> </ul>

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Develop California Avocado point-of-sale (POS) for use at retail	11/1/13	9/30/14	\$40,000	<ul style="list-style-type: none"> <li>• California-branded POS materials for use in avocado displays</li> <li>• Custom POS</li> </ul>
Production of premiums for use in retail promotions and at trade events	11/1/13	10/31/14	\$25,000	Items produced and used at targeted retail produce industry events
Store and fulfill California Avocado marketing materials	11/1/13	10/31/14	\$35,000	Fulfillment of retailer requests for California Avocado marketing materials
<b>MERCHANDISING – RETAIL/CONSUMER PROMOTIONS (MERCHANDISING PROGRAM SUPPORT) SUBTOTAL:</b>			<b>\$520,250</b>	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Merchandising</b>	<b>ACTIVITY: Retail/Consumer Promotions</b>	<b>AGENCY: Fusion Marketing</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Merchandising Support Planning</b> Develop a promotion plan, supporting the sales of small-size California Avocados at retail	11/1/13	5/30/14	\$8,800	Retail promotional analysis, plan and presentation for small size fruit: Includes sales analysis (by PLU) for each of the eight regions and total U.S. including price, volume, velocity and lift, and develop demonstrated, fact-based retail benefits of carrying and promoting smaller size California Avocados (for use in crop years with small sized fruit)
<b>Merchandising Support</b> <ul style="list-style-type: none"> <li>• Develop sales and retail promotion materials under a premium umbrella thematic of “California Fresh”</li> <li>• Create selling piece(s) for Retailer Incentive Program</li> </ul>	11/1/13	6/30/14	\$17,725	<ul style="list-style-type: none"> <li>• 2 sell-sheets and recipe booklets:                             <ul style="list-style-type: none"> <li>○ “California Fresh Snacking”</li> <li>○ “California Fresh Breakfasts”</li> </ul> </li> <li>• Selling piece(s) for Retailer Incentive Program</li> </ul>
Develop retailer-specific customized materials, and in-store promotional components for chains carrying California Avocados	11/1/13	9/30/14	\$15,000	Pre-approved, customized materials for retailers as requested by RMDs
<b>MERCHANDISING – RETAIL/CONSUMER PROMOTIONS (FUSION MARKETING) SUBTOTAL:</b>			<b>\$41,525</b>	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Merchandising</b>	<b>ACTIVITY: Marketing, Merchandising and Recipe Program Support; Trade Communications</b>	<b>AGENCY: Rockwell Morrow</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Marketing Material Development and Review</b> Writing, review and editing of marketing materials as requested by CAC	11/1/13	10/31/14	\$45,000	<ul style="list-style-type: none"> <li>Timely response to CAC review requests</li> <li>Ongoing delivery of material by set due dates</li> </ul>
<b>Merchandising Support</b> Lead development of retail promotions under a premium umbrella thematic of “California Fresh” <ul style="list-style-type: none"> <li>“California Fresh Snacking”</li> <li>“California Fresh Breakfasts”</li> </ul>	11/1/13	9/30/14		<ul style="list-style-type: none"> <li>Recipe recommendations for each program</li> <li>Copy for 2 themed recipe booklets/pamphlets, including recipe and nutrition recommendations</li> </ul>
<b>Recipe Development and Support</b> Evaluate recipe concepts and assist with photography; develop, review and edit California Avocado and partner recipes; participate in recipe testing and judging	11/1/13	10/31/14		<ul style="list-style-type: none"> <li>Recipe review, editing, testing of new 2013-14 CAC program recipes; photo shoot supervision</li> <li>Recipe review, editing and testing throughout the year as requested</li> </ul>
<b>Retailer Incentive Program</b> Design retail incentive program that rewards participation in designated California Avocado programs including; ads, displays, POS, “California Fresh” usage programs, supermarket registered dietitian activities, blogs and more	11/1/13	9/30/14		<ul style="list-style-type: none"> <li>Program design announced to retailers by March 15, 2014</li> <li>Program promotion, monitoring and handling of awards, including documentation and performance reports</li> </ul>

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>Trade Communications</b></p> <ul style="list-style-type: none"> <li>• Write and distribute trade press releases leading up to and throughout season; prepare staff for interviews; provide Dashboard reports; support CAC PMA activities; writing and editing support for other trade communications</li> <li>• Develop and distribute pre-season California Avocado trade press mailer</li> <li>• Solicit trade press attendance at the California Avocado grove tour; provide support</li> </ul>	11/1/13	10/31/14		<ul style="list-style-type: none"> <li>• 7 trade press releases and interview support resulting in at least 2.5 million circulation of positive, direct California Avocado mentions</li> <li>• 4 or more Dashboard contributions and separate trade PR reports</li> <li>• PMA team conferences, notes booth work</li> <li>• Mailer with season information</li> <li>• Trade press attendance at grove tour with resulting positive trade coverage</li> </ul>
<b>MARKETING, MERCHANDISING &amp; RECIPE PROGRAM SUPPORT; TRADE COMMUNICATIONS (ROCKWELL MORROW) SUBTOTAL</b>			<b>\$45,000</b>	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Merchandising</b>	<b>ACTIVITY: Data, Research &amp; Analysis</b>	<b>AGENCY: Fusion Marketing</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Retail Research</b> Develop and test the sales opportunities of utilizing premium displays of California Avocados at retail	11/1/13	8/30/14	\$19,000	<ul style="list-style-type: none"> <li>• Retail sales variations resulting from upgraded displays of California Avocados</li> <li>• Premium retail package of California Avocados for testing with a traditional grocery retailer</li> </ul>
<b>Information Resources</b> Develop data-driven research highlighting the retail benefits of carrying California Avocados from the start to the end of the season	11/1/13	10/31/14	\$19,000	Reports related to the retail benefits of the California season and retailer-specific opportunity, retail consultation and planning
Develop retail-specific Avocado Business Reviews, AvoScore Cards and other sales-related retail reports	11/1/13	10/31/14	\$80,000	Avocado Business Reviews, monthly Top-5 report, monthly retailer performance reports, 4 <sup>th</sup> of July recap report, Analytical support for PMA, retail dashboard (in season), and specialty and Ad Hoc reports as requested
<b>MERCHANDISING – DATA, RESEARCH &amp; ANALYSIS (FUSION MARKETING) SUBTOTAL:</b>			<b>\$118,000</b>	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Merchandising</b>	<b>ACTIVITY: Data, Research &amp; Analysis</b>	<b>AGENCY: Horizon Research</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>POS Data Services</b> Provide retail data management services and consultation	11/1/13	10/31/14	\$15,500	Web access to CAST: Quality control, load and warehouse retail data
<b>MERCHANDISING – DATA, RESEARCH &amp; ANALYSIS (HORIZON RESEARCH) SUBTOTAL:</b>			<b>\$15,500</b>	

<b>PROGRAM: Merchandising</b>	<b>ACTIVITY: Data, Research &amp; Analysis</b>	<b>AGENCY: FreshLook Marketing</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Data Purchase</b> Provide point-of-sale retail data by chain and banner, as contracted	11/1/13	10/31/14	\$61,625	Point-of-Sale MULO data: sales, volume and average price for avocados plus total fruit and total produce for each contracted retail chain and market
<b>MERCHANDISING – DATA, RESEARCH &amp; ANALYSIS (FRESHLOOK MARKETING) SUBTOTAL:</b>			<b>\$61,625</b>	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Merchandising</b>	<b>ACTIVITY: Data, Research &amp; Analysis</b>	<b>AGENCY: Avocado Marketing Services, Inc.</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Provide market and industry updates and projections and AMRIC data	11/1/13	10/31/14	\$3,180	Delivery of weekly reports: 1. Market Trends Report 2. AMRIC Data Report 3. Markets' Analysis Report
<b>MERCHANDISING – DATA, RESEARCH &amp; ANALYSIS (AVOCADO MARKETING SERVICES, INC.) TOTAL BUDGET:</b>			<b>\$3,180</b>	

<b>PROGRAM: Merchandising</b>	<b>ACTIVITY: Data, Research &amp; Analysis</b>	<b>AGENCY: James McCormac</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Provide weekly avocado market update	11/1/13	10/31/14	\$5,400	Delivery of weekly market report
<b>MERCHANDISING – DATA, RESEARCH &amp; ANALYSIS (JAMES McCORMAC) TOTAL BUDGET:</b>			<b>\$5,400</b>	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Merchandising</b>	<b>ACTIVITY: Marketing Administration</b>	<b>AGENCY: Merchandising Program Support</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	ACTUAL COMPLETION DATE	BUDGET	DELIVERABLES
Provide support of various trade events	11/1/13	10/31/14		\$35,000	Travel and attendance to various trade events
Support merchandising programs	11/1/13	10/31/14		\$55,000	Shipping supplies, shipping costs, office equipment, meeting expenses, etc.
<b>MERCHANDISING – MARKETING ADMINISTRATION SUBTOTAL:</b>				<b>\$90,000</b>	

<b>TOTAL MERCHANDISING BUDGET: \$1,825,000</b>
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# TRADE MARKETING: FOODSERVICE

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Foodservice</b>	<b>ACTIVITIES: Media, Chain Programs, Events, Culinary Education and Administration</b>	<b>AGENCY: MMM Marketing</b>
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**PRIORITY 1:** Position California Avocados as a premium product in order to optimize value\*

\*(for consumers, retailers, foodservice operators, wholesalers, growers)

**OBJECTIVES:**

1. Increase demand for California Avocados in target markets in season
2. Increase the value of California Avocados in target markets in season
3. Establish a consistent California Avocado brand identification from grove to point-of-purchase
4. Enhance California Avocado leadership position in the produce industry

**STRATEGIES:**

- 1F. Build programs and incentives that stimulate retail and foodservice partners to commit to purchase Fresh California Avocados from the start of the season through the end of the season
- 1G. Develop new foodservice operator / retail partners and encourage Fresh California Avocado usage / merchandising among existing operators / retail partners
- 1I. Promote California Avocado usage for breakfast and snacking
- 1J. Promote the nutrition benefits and healthful usage versatility of Fresh California Avocados to key trade opinion influencers
  
- 2E. Promote the competitive advantages (financial contribution, consistent quality and premium position) of Fresh California Avocados to the trade
- 2F. Prepare programs that encourage the purchase of smaller-sized California Avocados for activation on as-needed basis
- 2G. Demonstrate the benefits of the California Avocado Commission marketing support and category expertise to the trade
- 2I. Conduct co-marketing promotions with complementary brands that reinforce California Avocados premium positioning
  
- 3A. Secure California Avocado branding in consumer advertising, messaging and merchandising conducted by trade channels
- 3B. Demonstrate the value of stronger California Avocado brand identity, on the fruit to handlers and the trade
- 3C. Advertise and promote the California brand identification and messaging to all trade channels
  
- 4D. Position the California Avocado Commission as the “go-to” resource for avocado information in the trade

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Foodservice</b>	<b>ACTIVITY: Media</b>	<b>AGENCY: MMM Marketing</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Media</b> Develop and execute a California Avocado-branded advertising media campaign	3/1/14	9/30/14	\$115,000	Media plan for 16 ads and 1.6 million impressions
<b>Ad Production</b> Create new print advertisements that promote the competitive advantages of Fresh California Avocados and feature breakfast and snacking applications	11/1/13	1/31/14	\$20,000	Three foodservice advertisements to run in Restaurant Hospitality, Food Management, Restaurant Business/FoodService Director Produce Supplement and Plate
<b>FOODSERVICE – MEDIA SUBTOTAL:</b>			<b>\$135,000</b>	

<b>PROGRAM: Foodservice</b>	<b>ACTIVITY: Public Relations</b>	<b>AGENCY: MMM Marketing</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Public Relations &amp; Collateral Materials</b>	1/1/14	8/31/14	\$75,000	Eight product releases and monthly editorial features resulting in 80 placements, 4,000,000 impressions and a comparable ad value of \$200,000
<ul style="list-style-type: none"> <li>• Write and e-distribute California Avocado-branded product releases that promote the competitive advantages of Fresh California Avocados (including topics of breakfast and snacking with nutritional information, where appropriate) and secure editorial features from the start of the season through the end of the season</li> <li>• Participate in IFEC Conference</li> <li>• Supervise internal staff who handle 800 line and fulfillment</li> </ul>	11/1/13	11/30/13	\$5,000	Chef demo/editor meetings/editor event
	11/1/13	10/31/14	\$2,000	Efficient handling of 800 line and collateral fulfillment
<b>FOODSERVICE – PUBLIC RELATIONS SUBTOTAL:</b>			<b>\$82,000</b>	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Foodservice</b>	<b>ACTIVITY: Events</b>	<b>AGENCY: MMM Marketing</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Events</b>				
<ul style="list-style-type: none"> <li>• Coordinate participation, sample breakfast and snack applications and attend conferences and trade shows (including testing smaller-sized California Avocados at California School Show)</li> </ul>	11/1/13	8/31/14	\$166,000	50 new contacts from California School Show, Marketing Executive Group, International Corporate Chefs Association, PMA Foodservice Conference and Flavor Experience
<ul style="list-style-type: none"> <li>• Host and manage Foodservice AvoTour</li> </ul>	1/1/14	8/31/14	\$50,000	Provide hands-on education about California Avocado cultural practices to 20 key foodservice accounts demonstrating California Avocado premium quality
<b>FOODSERVICE – EVENTS SUBTOTAL:</b>			<b>\$216,000</b>	

<b>PROGRAM: Foodservice</b>	<b>ACTIVITY: Chain Programs</b>	<b>AGENCY: MMM Marketing</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Chain Menu Development and Promotions</b>				
<ul style="list-style-type: none"> <li>• Create customized menu concepts (including breakfast, snacking and smaller-sized California Avocado options) for existing and new foodservice operators</li> </ul>	11/1/13	10/31/14	\$97,000	Menu concepts for 7 – 10 restaurant chains
<ul style="list-style-type: none"> <li>• Secure merchandising support for customized chain promotions from the start of the season through the end of the season</li> </ul>	3/1/14	9/30/14	\$260,000	Promotions with 20 restaurant chains branded with the <i>Hand Grown in California</i> logo on point-of-sale materials
<b>FOODSERVICE – CHAIN PROGRAM SUBTOTAL:</b>			<b>\$357,000</b>	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Foodservice</b>	<b>ACTIVITY: Culinary Education and Administration</b>	<b>AGENCY: MMM Marketing</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Culinary Education Program</b> Train culinary educators and students on the versatility including breakfast and snacking applications, provide information on nutritional benefits and present the competitive advantages of Fresh California Avocados	1/1/14	8/31/14	\$40,000	Ten new contacts from the American Culinary Federation (ACF) Western Conference and two in-classroom educational outreaches (lecture and student competitions)
<b>Program Administration</b> Manage, supervise and evaluate CAC Foodservice Marketing Program	11/1/13	10/31/14	\$60,000	Develop and implement the 2013-14 CAC Foodservice Marketing Program
<b>FOODSERVICE – CULINARY EDUCATION AND ADMINISTRATION SUBTOTAL:</b>			<b>\$100,000</b>	

<b>TOTAL FOODSERVICE BUDGET: \$890,000</b>
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# ONLINE MARKETING & SOCIAL MEDIA

# 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Online Marketing &amp; Social Media</b>	<b>ACTIVITIES: Website, Social Media, Email Marketing, Strategic Services, Reporting and Administration</b>	<b>AGENCY: Red Door Interactive</b>
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**PRIORITY 1:** Position California Avocados as a premium product in order to optimize value\*

\*(for consumers, retailers, foodservice operators, wholesalers, growers)

## **OBJECTIVES:**

1. Increase demand for California Avocados in target markets in season
2. Increase the value of California Avocados in target markets in season
3. Establish a consistent California Avocado brand identification from grove to point-of-purchase
4. Enhance California Avocado leadership position in the produce industry
5. Increase awareness of non-Hass, heritage variety California Avocados, including availability (geography and timing)

## **STRATEGIES:**

- 1A. Facilitate emotional connections between California Avocados and our target audience and encourage the sharing of key messaging amongst consumer and culinary advocates
- 1B. Concentrate communications in target markets leading up to and during the season
- 1C. Reinforce strong consumer associations between California Avocados and the American Summer Holidays (Memorial Day – Labor Day), highlighting 4<sup>th</sup> of July as the premiere summertime California Avocado eating occasion
- 1D. Promote California Avocado usage for breakfast and snacking
- 2A. Create communications that highlight the value of the premium attributes of California Avocados and differentiate them from other sources of supply
- 2C. Communicate Fresh California Avocados' proximity to market competitive advantage
- 2D. Develop communications/activities that promote the nutritional benefits of California Avocados
- 2E. Craft a niche for smaller-size premium California Avocados as an additional offering to larger California Avocados
- 3B. Evolve the California Avocado brand style (look, feel and messaging) to be utilized across all marketing channels
- 3C. Persuade consumers to look for "California" as the symbol of premium quality and freshness on the avocados they purchase
- 4A. Create new and build upon existing relationships with category thought leaders and influencers
- 4B. Communicate the competitive advantage/benefits of the California Avocado industry growing practices
- 4C. Innovate and lead the industry in consumer communications
- 5A. Initiate positioning development supporting non-Hass California Avocado varieties
- 5B. Begin consumer communication about non-Hass, heritage California Avocado varieties

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Online Marketing &amp; Social Media</b>	<b>ACTIVITY: Website</b>	<b>AGENCY: Red Door Interactive</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Blog Development and Strategy</b> <ul style="list-style-type: none"> <li>• Create a blog strategy and roadmap for the CAC website that integrates with the overarching marketing plans</li> <li>• Build a Wordpress blog with responsive design theme and integrate it into the CAC consumer website</li> </ul>	1/20/14	3/10/14	\$27,000	<ul style="list-style-type: none"> <li>• Blog strategy integrated with online and overall marketing plans by 1/1/14</li> <li>• Wordpress blog on the CAC website (integration on mobile and classic)</li> <li>• Name for the CAC blog</li> </ul>
<b>Monthly Blog Content Development and Execution</b> <ul style="list-style-type: none"> <li>• Generate monthly content to be posted on the CAC blog</li> </ul>	1/20/14	10/31/14	\$30,000	<ul style="list-style-type: none"> <li>• Ongoing/monthly content creation including (2) blog posts/month</li> <li>• Creation of at least (1) blog post supporting content for each of the following: Cinco de Mayo, California Fresh Snacking, Early Spring, California Fresh Breakfasts, small sizes and/or varieties, 4<sup>th</sup> of July (6 total)</li> </ul>
<b>CAC Website Creative Refresh</b> <ul style="list-style-type: none"> <li>• Incorporate updated creative look and feel from the 2013-14 California Avocado brand style across the CAC website</li> </ul>	12/1/13	1/20/14	\$35,000	<ul style="list-style-type: none"> <li>• Refreshed website creative (look/feel) launched by 1/20/14</li> </ul>
<b>Spring Recipe Promotion</b> <ul style="list-style-type: none"> <li>• Update Spring themed recipe page with fresh recipes, refresh hero image and copy</li> <li>• Include responsive design in update of current template</li> </ul>	2/17/14	3/17/14	\$23,000	<ul style="list-style-type: none"> <li>• Updated spring-themed recipe page in responsive design</li> <li>• Recommendations for (5-7) recipe updates for the Spring recipe page</li> </ul>
<b>California Avocados for Breakfast</b> <ul style="list-style-type: none"> <li>• Continue to promote California Avocados for breakfast with a breakfast themed recipe promotion page on the website and sweepstakes</li> <li>• Social Media engagement activity or contest (Pinterest Board dedicated to breakfast)</li> </ul>	7/1/14	8/31/14	\$15,500	<ul style="list-style-type: none"> <li>• California Fresh Breakfasts themed recipe promotion page on website (similar to Spring themed page) by 4/21/14</li> <li>• California Fresh Breakfasts themed Pinterest Page updates</li> <li>• Recommendations for (5-7) recipes updates to be featured on the Breakfast landing page</li> </ul>

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Cinco de Mayo 2014</b> <ul style="list-style-type: none"> <li>Promote Cinco de Mayo including themed recipe promotion page, blog-based contest and recipe booklet, highlighting the premium attributes of California Avocados and differentiating them from other sources of supply</li> </ul>	3/24/14	5/15/14	\$18,500	<ul style="list-style-type: none"> <li>Cinco de Mayo themed recipe promotion page on website (similar to Spring themed page) by 4/23/14</li> <li>Downloadable recipe booklet</li> <li>Post Cinco de Mayo reporting</li> </ul>
<b>4<sup>th</sup> of July 2014</b> <ul style="list-style-type: none"> <li>Promote the 4<sup>th</sup> of July as one of the featured American Summer Holidays, including microsite refresh, recipe submission contest, and updated Party Tips section</li> <li>Host a Twitter party about the holiday recipes</li> </ul>	5/1/14	7/31/14	\$32,000	<ul style="list-style-type: none"> <li>4<sup>th</sup> of July microsite refreshed by 6/18/14</li> <li>4<sup>th</sup> of July recipe submission contest to be launched on microsite by 6/18/14</li> <li>Post launch reporting for 4<sup>th</sup> of July Promotion</li> </ul>
<b>Snacking Initiative</b> <ul style="list-style-type: none"> <li>Promote California Fresh Snacking program and the usage of smaller California Avocados, if needed</li> <li>Plan and manage snacking Instagram contest</li> </ul>	3/1/14	5/30/14	\$15,500	<ul style="list-style-type: none"> <li>Snacking themed landing page (similar to Spring themed page) on website</li> </ul>
<b>Website and Mobile Creative and Functional Improvements</b> <ul style="list-style-type: none"> <li>Perform continuous improvement requests (CIRs) throughout the year</li> <li>New content development</li> <li>Creative development</li> <li>Technical development</li> </ul>	11/1/13	10/31/14	\$40,000	<ul style="list-style-type: none"> <li>Ongoing completion of monthly website maintenance, update and optimization requests per approved project timing</li> <li>Avocado Variety Browser Page Refresh</li> <li>California Fresh Grilling Landing Page</li> </ul>
<b>Administer Video Programs</b> <ul style="list-style-type: none"> <li>Video editing, compressing and flash conversion of grower videos</li> <li>Video streaming services</li> </ul>	11/1/13	10/31/14	\$10,000	<ul style="list-style-type: none"> <li>New grower videos added to the website and CAC YouTube channel</li> </ul>
<b>Maintain Hosting, Hardware and Software</b>	11/1/13	10/31/14	\$9,300	<ul style="list-style-type: none"> <li>Monthly website hosting fees</li> </ul>
<b>Conduct Ongoing Search Engine Optimization (SEO)</b> <ul style="list-style-type: none"> <li>Ongoing search engine optimization including monthly reporting, maintenance, optimizations and implementation of recommendations for improving search rankings/performance</li> </ul>	11/1/13	10/31/14	\$30,000	<ul style="list-style-type: none"> <li>Monthly website SEO reports, recommendations and launches</li> </ul>

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Ongoing Paid Search</b> <ul style="list-style-type: none"> <li>• Develop monthly Paid Search advertising plan</li> <li>• Develop Google/Bing pay per click ads</li> <li>• Target markets include:               <ul style="list-style-type: none"> <li>○ California</li> <li>○ Denver</li> <li>○ Phoenix</li> <li>○ Portland</li> <li>○ Salt Lake City</li> <li>○ Seattle</li> </ul> </li> </ul>	11/1/13	10/31/14	\$80,000	<ul style="list-style-type: none"> <li>• Ongoing ads for year-round paid search advertising</li> <li>• Ongoing implementation, maintenance, optimization and reporting</li> </ul>
<b>ONLINE MARKETING &amp; SOCIAL MEDIA – WEBSITE (RED DOOR INTERACTIVE) SUBTOTAL:</b>			<b>\$365,800</b>	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Online Marketing &amp; Social Media</b>	<b>ACTIVITY: Website</b>	<b>AGENCY: Rockwell Morrow</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Online Co-Marketing Integration and Review</b> <ul style="list-style-type: none"> <li>• Review and edit online materials for co-marketing integration, including website, social media and monthly emails</li> </ul>	11/1/13	10/31/14	\$12,000	Timely response and delivery for ongoing requests
<b>ONLINE MARKETING &amp; SOCIAL MEDIA – WEBSITE (ROCKWELL MORROW) SUBTOTAL:</b>			<b>\$12,000</b>	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Online Marketing &amp; Social Media</b>	<b>ACTIVITY: Social Media</b>	<b>AGENCY: Red Door Interactive</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>CAC Social Media Content Plan for 2013-14</b> <ul style="list-style-type: none"> <li>• Develop a strategic plan for social media</li> </ul>	11/1/13	1/1/2014	\$5,000	<ul style="list-style-type: none"> <li>• Social media plan and editorial calendar for the season by 1/1/2014                             <ul style="list-style-type: none"> <li>○ Includes recurring content themes with an inclusion of small fruit sizes and non-Hass, heritage varieties</li> </ul> </li> <li>• Social media advertising plan by 1/1/2014</li> </ul>
<b>Annual Season Opener Social Media “Event”</b> <ul style="list-style-type: none"> <li>• Promote the start of the season with a week-long Facebook “party” and contest component</li> <li>• Introduce special guest hosts to fans (may include a grower, dietitian, blogger, chef, or other partners)</li> </ul>	3/1/14	4/25/14	\$7,500	<ul style="list-style-type: none"> <li>• Social media brief that outlines goals, key performance indicators, prizes, guests and plan</li> <li>• Event administration and execution</li> </ul>
<b>Social Media Implementation, Strategic Consultation, Continuous Improvements and Updates (CIRs)</b> <ul style="list-style-type: none"> <li>• Perform social media continuous improvement requests (CIRs) throughout the year</li> </ul>	11/1/13	10/31/14	\$52,000	<ul style="list-style-type: none"> <li>• Social media content calendar with copy and image recommendations by the 16<sup>th</sup> of each month, and campaign tracking codes for URLs by the end of each month</li> <li>• Daily social media posting (Facebook, Twitter, Instagram, Pinterest)</li> <li>• Includes recurring content themes with an inclusion of small fruit sizes and non-Hass, heritage varieties, nutrition, snacking, breakfast and grilling</li> </ul>
<b>Ongoing Shareable Content Development</b> <ul style="list-style-type: none"> <li>• Develop shareable images that support social media and blog content themes</li> <li>• Develop consumer testimonial videos and publish/share on social media channels and blog</li> </ul>	11/1/13	10/31/14	\$12,000	<ul style="list-style-type: none"> <li>• Up to 10 shareable image files delivered to CAC at least 1 week before publishing date</li> <li>• Deliver 1-2 customer testimonial videos by 10/1/2014</li> </ul>

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Social Media Advertising Campaign</b> <ul style="list-style-type: none"> <li>• Develop monthly social media advertising plan</li> <li>• Develop Facebook ads</li> <li>• Develop Twitter ads</li> </ul>	1/1/14	10/31/14	\$48,500	<ul style="list-style-type: none"> <li>• Ongoing maintenance, optimization and reporting</li> <li>• Ads with image recommendations</li> <li>• 300,000 Facebook fans by 10/31/14</li> <li>• 8,500 Twitter followers by 10/31/14</li> </ul>
<b>ONLINE MARKETING &amp; SOCIAL MEDIA – SOCIAL MEDIA (RED DOOR INTERACTIVE) SUBTOTAL:</b>			<b>\$125,000</b>	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Online Marketing &amp; Social Media</b>	<b>ACTIVITY: Email Marketing</b>	<b>AGENCY: Red Door Interactive</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>2013-2014 Email Plan</b> <ul style="list-style-type: none"> <li>Develop the 2013-2014 Email Plan and calendar outline</li> </ul>	11/1/13	10/31/14	\$5,000	<ul style="list-style-type: none"> <li>Outline of consumer strategic email plan, summarizing email specific projects</li> <li>Content calendars including overarching themes, cross-channel campaigns and key promotions</li> </ul>
<b>Develop and distribute Recipe Email Newsletters</b> <ul style="list-style-type: none"> <li>Develop content and recipe selections for each email</li> <li>Program and deploy consumer email newsletters</li> <li>Manage subscriber acquisition imports and welcome email updates as needed</li> </ul>	11/1/13	10/31/14	\$57,000	<ul style="list-style-type: none"> <li>16 creative briefs with content module themes and featured recipe selections</li> <li>Copywriting and image creation for seasonal themes and campaigns</li> <li>Technical build out</li> </ul>
<b>Redesign Welcome Email for Newly Acquired Subscribers</b> <ul style="list-style-type: none"> <li>Update creative look and feel to be consistent with newsletter template and other brand elements</li> </ul>	11/15/13	12/31/13	\$3,500	<ul style="list-style-type: none"> <li>Updated welcome email, including creative design and copywriting</li> <li>Technical build out, testing/QA and implementation</li> </ul>
<b>BlueHornet Email Distribution Services</b> <ul style="list-style-type: none"> <li>Email service provider sending and management fees</li> </ul>	11/1/13	10/31/14	\$15,200	<ul style="list-style-type: none"> <li>License for BlueHornet email distribution service, scaled to 2013-2014 forecasted list growth</li> <li>Dedicated IP address</li> </ul>
<b>Email Subscriber Profile Page</b> <ul style="list-style-type: none"> <li>Update email sign up page on CaliforniaAvocado.com</li> <li>Create “cloned” page for current subscribers, including an email campaign to encourage them to update their existing profiles</li> </ul>	1/15/14	2/28/14	\$12,500	<ul style="list-style-type: none"> <li>Revised email sign-up page and new profile update pages on CaliforniaAvocado.com</li> <li>One-time profile update email to existing subscribers</li> </ul>

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Featured Content Emails</b> <ul style="list-style-type: none"> <li>• Single focus emails highlighting a Featured Recipe, Blog post or other recent content</li> <li>• Content selections for each email</li> </ul>	3/14/14	7/31/14	\$16,000	<ul style="list-style-type: none"> <li>• Program and deploy 8 “Featured Content” emails (twice a month April – July using existing Re-engagement email template)</li> <li>• 4 creative brief documents outlining content pieces and/or recipe selections for each month</li> </ul>
<b>Recipe Consultation for Photography &amp; Recipe Photography</b> <ul style="list-style-type: none"> <li>• Base recipe choices on popularity trends and proposed themes for 2013-14 for use in web, email, and social communications</li> </ul>	11/1/13	11/4/13	\$11,000	<ul style="list-style-type: none"> <li>• List of recipe needs that fit the 2013-14 content themes by 11/4/13</li> </ul>
<b>ONLINE MARKETING &amp; SOCIAL MEDIA – EMAIL MARKETING (RED DOOR INTERACTIVE) SUBTOTAL:</b>			<b>\$120,200</b>	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Online Marketing &amp; Social Media</b>	<b>ACTIVITY: Strategic Services, Reporting and Administration</b>	<b>AGENCY: Red Door Interactive</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Annual Planning &amp; Strategy (2014-15) &amp; Ongoing Project Evaluation</b>	11/1/13	10/31/14	\$20,000	<ul style="list-style-type: none"> <li>Strategic planning, consultation and POVs for 2013-14 projects</li> <li>Strategic consultation, planning and budgeting for CAC's 2014-15 fiscal year</li> </ul>
<b>Ongoing Monthly KPI Reporting (Website, Social, Paid Search)</b>	11/1/13	10/31/14	\$25,000	<ul style="list-style-type: none"> <li>Monthly website, mobile site, social media, recipe email Dashboard report and analysis</li> <li>Includes (2) reports each month (website KPI and social media KPI)</li> </ul>
<b>Ongoing Monthly Account Administration</b>	11/1/13	10/31/14	\$30,000	<ul style="list-style-type: none"> <li>Budget management and analysis</li> <li>Invoicing</li> <li>Communicate with staff</li> <li>Staff/agency status and update meetings</li> <li>Annual Board meeting presentation</li> </ul>
<b>ONLINE – STRATEGIC SERVICES, REPORTING &amp; ADMINISTRATION SUBTOTAL:</b>			<b>\$75,000</b>	

TOTAL ONLINE MARKETING & SOCIAL MEDIA BUDGET: \$698,000



# MARKETING PLANNING, RESEARCH & OTHER

# 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Marketing Planning, Research and Other	<b>ACTIVITIES:</b> Marketing, Strategic Planning and Special Projects, Marketing Planning, Buy California Marketing Agreement, CAC Consumer Tracking Study, UC Davis Evaluation, California Avocado Branding/Labeling Project and Festivals
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**PRIORITY 1:** Position California Avocados as a premium product in order to optimize value\*  
\*(for consumers, retailers, foodservice operators, wholesalers, growers)

## **OBJECTIVES:**

1. Increase demand for California Avocados in target markets in season
2. Increase the value of California Avocados in target markets in season
3. Establish a consistent California Avocado brand identification from grove to point-of-purchase
4. Enhance California Avocado leadership position in the produce industry
5. Increase awareness of non-Hass, heritage variety California Avocados, including availability (geography and timing)

## **STRATEGIES:**

- 1A. Facilitate emotional connections between California Avocados and our target audience and encourage the sharing of key messaging amongst consumer and culinary advocates
- 1C. Reinforce strong consumer associations between California Avocados and the American Summer Holidays (Memorial Day – Labor Day), highlighting 4<sup>th</sup> of July as the premier summertime California Avocado eating occasion
- 1D. Promote California Avocado usage for breakfast and snacking
- 1E. Build programs and incentives that stimulate retail and foodservice partners to commit to purchase Fresh California Avocados from the start of the season through the end of the season
- 1F. Develop new foodservice operator / retail partners and encourage Fresh California Avocado usage / merchandising among existing operators / retail partners
- 2A. Create communications that highlight the value of the premium attributes of California Avocados and differentiate them from other sources of supply
- 2B. Generate substantiated competitive advantage communication points that strengthen the association between California Avocados and “premium”
- 2C. Communicate Fresh California Avocados’ proximity to market (inherent quality and freshness) competitive advantage
- 2F. Promote the competitive advantages (financial contribution, consistent quality and premium position) of Fresh California Avocados to the trade
- 2G. Prepare programs that encourage the purchase of smaller-sized California Avocados for activation on an as-needed basis
- 2H. Demonstrate the benefits of the California Avocado Commission marketing support and category expertise to the trade
- 2I. Conduct co-marketing promotions with complementary brands that reinforce California Avocados’ premium positioning

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Marketing Planning, Research and Other	<b>ACTIVITIES:</b> Marketing, Strategic Planning and Special Projects, Marketing Planning, Buy California Marketing Agreement, CAC Consumer Tracking Study, UC Davis Evaluation, California Avocado Branding/Labeling Project and Festivals
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### **STRATEGIES (cont'd):**

- 3C. Persuade consumers to look for “California” as the symbol of premium quality and freshness on the avocados they purchase
- 4D. Position the California Avocado Commission as the “go-to” resource for avocado information in the trade
- 4E. Communicate California Avocado industry advances in marketing and other industry-leading initiatives
- 5A. Initiate positioning development supporting non-Hass heritage California Avocado varieties
- 5C. Communicate varietal characteristics and availability of non-Hass California Avocado varieties to retail customers in a manner consistent with new positioning

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Marketing Planning, Research &amp; Other</b>	<b>ACTIVITY: Marketing Planning, Strategic Support and Special Projects</b>	<b>AGENCY: Rockwell Morrow</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Strategic Planning &amp; Research</b> <ul style="list-style-type: none"> <li>• Provide strategic services to support CAC consumer, trade and industry marketing initiatives and strategic planning</li> <li>• Facilitation of strategic planning</li> <li>• Lead heritage avocado positioning development</li> <li>• Participate in small avocado positioning/promotion planning</li> <li>• Conduct basic online surveys</li> <li>• Represent CAC at events as requested</li> </ul>	11/1/13	10/13/14	\$45,000	<ul style="list-style-type: none"> <li>• Delivery of timelines, content and reviews for 2014-15 plan</li> <li>• Support and review for longer term strategic planning</li> <li>• Ongoing review of materials and proactive management of assigned strategic projects</li> <li>• Monitoring of current year plan deliverables</li> <li>• Heritage avocado positioning plan developed by February 15, 2014</li> <li>• Survey design and reporting, as requested</li> <li>• Representation/attendance at events</li> </ul>
<b>Complementary Brand Co-Marketing</b> <ul style="list-style-type: none"> <li>• Solicit select premium food brands for co-marketing participation in “California Fresh” promotions and ongoing online/social media exchanges</li> <li>• Explore creative cross-promotion opportunities with premium brands beyond the produce and grocery industries</li> </ul>	11/1/13	10/31/14		<ul style="list-style-type: none"> <li>• Agreements with approved promotion partners</li> <li>• Successful exchange of brand contributions</li> <li>• California Avocado mentions and content on co-marketing partners packaging, websites, social media and/or other consumer communications</li> </ul>

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Stakeholder Communications</b> <ul style="list-style-type: none"> <li>• Facilitate Marketing's The GreenSheet &amp; From the Grove contributions including RMD and agency content acquisition, editing and assist with proofing;</li> <li>• MAC meeting attendance and delivery of minutes</li> <li>• Create handler key message documents and coordinate communication of advertising calendar</li> </ul>	11/1/13	10/31/14		<ul style="list-style-type: none"> <li>• Article editorial calendar and maintenance, copy and edits per schedule, and liaison with agencies</li> <li>• Attendance at scheduled meetings and same-day delivery of minutes drafts</li> <li>• Minimum 4 key message documents</li> </ul>
<b>MARKETING PLANNING, STRATEGIC SUPPORT &amp; SPECIAL PROJECTS (ROCKWELL MORROW) SUBTOTAL</b>			<b>\$45,000</b>	

<b>PROGRAM: Marketing Planning, Research &amp; Other</b>	<b>ACTIVITY: Marketing Planning</b>	<b>AGENCY: Data Designers</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Provide volume, crop movement and measures for CAC communications, reporting and planning	11/1/13	10/31/14	\$1,700	<ul style="list-style-type: none"> <li>• Volume information for consumer and industry communications</li> <li>• Content for board and grower meeting presentations, planning and ad hoc reports as directed by CAC</li> <li>• Content for monthly Dashboard Report</li> </ul>
<b>MARKETING PLANNING, RESEARCH &amp; OTHER (DATA DESIGNERS) SUBTOTAL:</b>			<b>\$1,700</b>	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Marketing Planning, Research &amp; Other</b>	<b>ACTIVITY: Marketing Planning</b>	<b>AGENCY: Merchandising Program Support</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Coordinate and execute CAC planning meetings to review trends, discuss program opportunities and develop objectives, strategies and tactics for the 2014-15 business plan	11/1/13	10/31/14	\$4,300	<ul style="list-style-type: none"> <li>CAC Staff/Agency Planning meeting(s)</li> <li>CAC Marketing Advisory Committee meetings</li> </ul>
<b>MARKETING PLANNING, RESEARCH &amp; OTHER SUBTOTAL:</b>			<b>\$4,300</b>	

<b>PROGRAM: Marketing Planning, Research &amp; Other</b>	<b>ACTIVITY: Buy California Marketing Agreement</b>	<b>AGENCY: Merchandising Program Support</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Participate in Buy California Marketing Agreement (BCMA) program	11/1/13	10/31/14	\$25,000	<ul style="list-style-type: none"> <li>Participate in BCMA Board meetings and strategic planning</li> <li>Support BCMA in CAC's marketing outreach as appropriate</li> </ul>
<b>MARKETING PLANNING, RESEARCH &amp; OTHER (BUY CALIFORNIA MARKETING AGREEMENT) SUBTOTAL:</b>			<b>\$25,000</b>	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Marketing Planning, Research &amp; Other</b>	<b>ACTIVITY: CAC Avocado Consumer Tracking Study</b>	<b>AGENCY: DGWB</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Conduct the fall wave of the consumer tracking study research	7/1/14	10/31/14	\$40,000	Consumer tracking study results
<b>MARKETING PLANNING, RESEARCH &amp; OTHER (CAC AVOCADO CONSUMER TRACKING STUDY) SUBTOTAL:</b>			<b>\$40,000</b>	

<b>PROGRAM: Marketing Planning, Research &amp; Other</b>	<b>ACTIVITY: UC Davis Evaluation</b>	<b>AGENCY: UC Davis</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Economic analysis of CAC promotional expenditures	11/1/13	10/31/14	\$12,000	Presentation and non-technical written summary
<b>MARKETING PLANNING, RESEARCH &amp; OTHER (UC DAVIS EVALUATION) SUBTOTAL:</b>			<b>\$12,000</b>	

<b>PROGRAM: Marketing Planning, Research &amp; Other</b>	<b>ACTIVITY: California Avocado Branding/Labeling Project</b>	<b>AGENCY: CAC</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Exploration that facilitates decision making for the California Avocado branding/labeling project	11/1/13	10/31/14	\$89,000	Develop materials (if warranted) to facilitate California branding on the fruit
<b>MARKETING PLANNING, RESEARCH &amp; OTHER (CALIFORNIA AVOCADO BRANDING/LABELING PROJECT) SUBTOTAL:</b>			<b>\$89,000</b>	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Marketing Planning, Research &amp; Other</b>	<b>ACTIVITY: Festivals</b>	<b>AGENCY: CAC</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	ACTUAL COMPLETION DATE	BUDGET	DELIVERABLES
Participate in avocado festivals in California	11/1/13	10/31/14		\$12,000	Exhibit at the Avocado festivals in Fallbrook, Morro Bay, Carpinteria and others as selected to distribute materials relating to American Summer Holiday, breakfast and snacking initiatives while communicating California's premium quality and freshness
<b>MARKETING PLANNING, RESEARCH &amp; OTHER (CAC) FESTIVALS SUBTOTAL:</b>				<b>\$12,000</b>	

<b>MARKETING PLANNING, RESEARCH &amp; OTHER: \$229,000</b>
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<b>TOTAL MARKETING BUDGET: \$10,700,000</b>
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# INDUSTRY AFFAIRS

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Industry Affairs	<b>ACTIVITY:</b> Industry Statistics and Information	<b>AGENCY:</b> Data Designers & Geospatial Partners
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**PRIORITY 3: Advocate for, and engage with, the industry**

**OBJECTIVES:**

1. Proactively shape avocado industry issue outcomes that are compatible with the industry’s key aspirations and CAC’s values
2. Build a consensus on the strategic direction to be taken to achieve the industry’s key aspirations
3. Enhance productivity and profitability through informed decision-making

**STRATEGIES:**

- A. Anticipate and prioritize issues; develop and implement plans that shape outcomes
- B. Maintain a state of readiness, enabling CAC to respond immediately and strategically to crisis issues
- C. Collect and compile information vital to contending with our competition and other market forces
- D. Engage and communicate with growers/industry members and develop communication vehicles in multiple formats that deliver relevant information to the industry in a way that promotes discussion, consensus, action, and feedback

ACTION STEPS	BUDGET	DELIVERABLES
<p><b>AMRIC Operation</b> - The Avocado Marketing Research and Information Center (AMRIC) system provides the California Avocado Industry with daily inventory and shipment information to guide harvest/market strategies. AMRIC procedures require all avocado handlers operating in California to report their avocado inventory, by variety and size, and shipments by major-market destination, variety and size</p>	\$90,000	<ul style="list-style-type: none"> <li>• Daily collection of bin counts by McCormac Enterprises</li> <li>• Provide industry members and AMRIC participants current and historical statistical information in a usable format within the boundaries of the program                             <ul style="list-style-type: none"> <li>○ Listen to data requests from industry and implement enhancements</li> <li>○ Audit and track data reporting</li> </ul> </li> <li>• Ensure secure and reliable data storage and monitoring                             <ul style="list-style-type: none"> <li>○ Upgrade AMRIC website and data tools to stay current with supported technology and platforms</li> </ul> </li> </ul>
<p><b>Crop Forecasting and Analysis</b> - The Avocado Crop-Estimating (ACE) system projects the annual production of California Avocados. Crop statistics are compiled by growing region, county and state throughout the year. This valuable information guides CAC marketing programs, as well as allows each grower to develop his/her own harvest strategies; with the big picture in mind</p>	\$100,000	<ul style="list-style-type: none"> <li>• Conduct field meetings and engage with industry to develop initial crop estimate and stay apprised of any crop updates throughout the season</li> <li>• Conduct acreage inventory and analysis and update current avocado acreage for five major counties</li> <li>• Purchase aerial imagery, if necessary, to complete annual acreage inventory update</li> <li>• Conduct a mid-season crop survey</li> <li>• Perform “ground-truthing” to verify accuracy of current crop/acreage information</li> </ul>

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

ACTION STEPS	BUDGET	DELIVERABLES
<p><b>Grower Database</b> - Maintenance of existing ACE grower database while transitioning to a new platform for an upgraded grower database (see action step below). Continually maintain and update current database to ensure integrity and confidentiality of grower information. Grower database is used for various mailings, such as election ballots, referenda, crop estimating surveys, annual reports and meeting notices</p>	\$6,000	<ul style="list-style-type: none"> <li>• Annual update of database based on handlers' grower/grove information received from handlers</li> <li>• Update database on as-needed basis, based on information received via returned mail, grower sign ups, etc.</li> </ul>
<p><b>Grove Database System Development</b> - Using existing CAC grower and GIS databases, this project intends to develop a new, upgraded platform that will integrate all existing databases, as well as incorporate the ability to support grove location and ownership</p>	\$65,000	<p>Development of the system may include:</p> <ul style="list-style-type: none"> <li>• Develop data portal for linking handler collection of field data</li> <li>• Purchase data on parcel ownership based on APN and automate update processing</li> <li>• Integration of geodatabase from acreage inventory to assist in automating update processing</li> <li>• Develop full functionality of ownership database maintenance, searching and mailings</li> <li>• Integrate crop estimating system</li> </ul>
<p><b>INDUSTRY AFFAIRS – INDUSTRY STATISTICS AND INFORMATION SUBTOTAL:</b></p>	\$261,000	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Industry Affairs</b>	<b>ACTIVITY: Grower Communications</b>	<b>AGENCY: TMA Peritus</b>
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ACTION STEPS	BUDGET	DELIVERABLES
<b>Field Meetings, Seminars &amp; Workshops</b> - Events purposed to educate and update growers and industry stakeholders on pertinent industry issues	\$10,000	Events may include, but are not limited to: <ul style="list-style-type: none"> <li>• District Grower Meetings</li> <li>• GAP Workshops</li> </ul>
<b>Educational Outreach</b> - Provide industry with a reliable source for information on topics of vital importance to the operation of their business	\$125,000	<ul style="list-style-type: none"> <li>• GAP/Industry Issues Outreach               <ul style="list-style-type: none"> <li>○ Development of additional outreach materials including possible food safety mobile app, online videos, handler communication kits</li> </ul> </li> <li>• Avocado Growing 101 Online Courses</li> <li>• Decision Support Tools for Growers               <ul style="list-style-type: none"> <li>○ Read your trees manual</li> <li>○ New Grower Handbook</li> </ul> </li> <li>• Pest and Disease outreach on an as needed basis</li> <li>• Researcher visits on topics of importance on an as needed basis</li> <li>• Grower Outreach events may include, but are not limited to:               <ul style="list-style-type: none"> <li>○ Best Management Practices</li> <li>○ Cultural Management</li> <li>○ Small Grower Forums</li> <li>○ Demonstration Grove</li> </ul> </li> </ul>
<b>Online Information</b> - Expand the reach of effective online communications to industry stakeholders. Enhance features on CAC's grower site	\$82,500	<ul style="list-style-type: none"> <li>• Continual maintenance and content development to provide timely updates to CAC's current grower site, <a href="http://www.californiaavocadogrowers.com">www.californiaavocadogrowers.com</a></li> <li>• Enhancements to CAC's grower site may include:               <ul style="list-style-type: none"> <li>○ New grower section, updated marketing page to allow for additional sources of media, updated design to utilize visual learning sources such as infographics, etc.</li> </ul> </li> </ul>

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

ACTION STEPS	BUDGET	DELIVERABLES
<b>Publications</b> - Develop practical and relevant information for growers and industry and present it in a format that is easily accessed and assimilated	\$140,000	Publications may include, but are not limited to: <ul style="list-style-type: none"> <li>• CAC The GreenSheet (semi-monthly)</li> <li>• GAP Manuals</li> <li>• California Avocado Industry magazine (quarterly)               <ul style="list-style-type: none"> <li>○ Advertising revenue expected to offset budget line item by \$40,000</li> </ul> </li> <li>• Theft signs</li> <li>• Fact Sheets</li> </ul>
<b>Annual Meeting</b> - Conduct annual meetings that generate industry awareness of CAC programs	\$10,000	Conduct three meetings (two North, one South), no later than April 30, 2014
<b>Annual Report</b> - Prepare annual report that generates industry awareness of CAC programs and fulfill CAC's statutory obligation to report to the legislature	\$30,000	Produce and mail annual report, no later than April 30, 2014
<b>INDUSTRY AFFAIRS – GROWER COMMUNICATIONS SUBTOTAL:</b>	<b>\$397,500</b>	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Industry Affairs	<b>ACTIVITY:</b> Issues Management	<b>AGENCY:</b> McDermott Will & Emery LLP, Exponent, Means Consulting
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ACTION STEPS	BUDGET	DELIVERABLES
<b>Water Issues</b> - Engage in anticipatory-issues management to identify, prioritize and address key water issues	\$100,000	CAC management will work with independent contractors to provide the following: <ul style="list-style-type: none"> <li>• Monitor water issues (including rates) that potentially impact agriculture and represent interests of industry stakeholders, before local and regional water agencies and industry associations</li> <li>• Work to develop a MWD water efficiency pilot program</li> <li>• Finalize water strategy, develop formal “ASK”, present to MWD for a decision</li> <li>• Analyze and evaluate current water issues and develop recommended action steps</li> <li>• Explore possible federal actions to mitigate water rates; if possible initiate pursuit of said actions</li> </ul>
<b>Field/Technical Support</b> –Develop and support technical initiatives to promote industry sustainability	\$25,000	Potential issues in this category may include: <ul style="list-style-type: none"> <li>• Phytosanitary security</li> <li>• Section 18 emergency exemptions</li> </ul>
<b>Legislative &amp; Regulatory Advocacy</b> - Stay abreast of regulatory, legislative and trade issues that affect the industry; develop position papers and advocate for stakeholders	\$100,000	Potential issues in this category may include: <ul style="list-style-type: none"> <li>• Food safety/regulation; provide comments on FSMA draft rule</li> <li>• APHIS/ARS funding for Invasive Species (PSHB)</li> <li>• Immigration Reform</li> <li>• Conservation/water efficiency programs</li> <li>• Free Trade Agreements – both new and modification of existing (e.g. Japan)</li> <li>• Work with handlers to review current CDFA AIP inspection requirements</li> </ul>
<b>Production Registrations</b> – Explore potential product registrations for use on avocados in California and provide research support where needed	\$75,000	Potential products may include: <ul style="list-style-type: none"> <li>• Sunny (uniconazole) completion of field efficacy trials</li> <li>• 6-BA (6-benzyladenine)</li> </ul>
<b>GAP Certification Incentive Program</b> – Monetary assistance program designed to incentivize growers to become GAP certified	\$60,000	Program funding would provide a \$300 incentive towards completion of a GAP certification audit for up to 200 growers
<b>INDUSTRY AFFAIRS – ISSUES MANAGEMENT SUBTOTAL:</b>	<b>\$360,000</b>	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Industry Affairs	<b>ACTIVITY:</b> Legal	<b>AGENCY:</b> Creative Legal Solutions, Kahn, Soares & Conway, LLP
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ACTION STEPS	BUDGET	DELIVERABLES
<b>Elections</b> - Perform routine election activities, per CAC Law	\$20,000	<ul style="list-style-type: none"> <li>• Conduct annual election with ballots returned no later than October 31, 2014</li> <li>• Fill mid-term vacancies as needed</li> </ul>
<b>Legal Support</b> - Provide legal support for all CAC departments	\$40,000	<ul style="list-style-type: none"> <li>• CAC retains legal-support services to assist with contracts, trademarks, registrations and other transactional matters</li> </ul>
<b>Governance Support</b> - Continue to refine the long-term strategic plan to guide CAC's activities through 2025	\$25,000	<ul style="list-style-type: none"> <li>• Refine Vision 2025 strategic plan, as needed</li> <li>• Present draft business plan to the Board, no later than September 2014</li> <li>• Administrative support via outside contractors as needed to fulfill governance requirements (i.e. Minutes, Resolutions, etc.)</li> </ul>
<b>INDUSTRY AFFAIRS – LEGAL SUBTOTAL:</b>	<b>\$85,000</b>	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Industry Affairs</b>	<b>ACTIVITY: Demonstration Grove</b>	<b>AGENCY: Cal Poly</b>
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ACTION STEPS	BUDGET	DELIVERABLES
<b>Pine Tree - Rent</b>	\$18,850	<ul style="list-style-type: none"> <li>• Monthly lease per lease agreement dated July 1, 2013</li> </ul>
<b>Pine Tree - Grove Management</b>	\$22,000	<ul style="list-style-type: none"> <li>• Annual grove management services based on 11 acres of planted avocado acreage</li> </ul>
<b>Pine Tree - Utilities</b>	\$4,800	<ul style="list-style-type: none"> <li>• Split with Cal Poly Foundation based on percentage of leased acreage</li> </ul>
<b>Pine Tree - Property Tax &amp; Insurance</b>	\$1,380	<ul style="list-style-type: none"> <li>• Split with Cal Poly Foundation based on percentage of leased acreage</li> </ul>
<b>Pine Tree - Improvements and Misc. Expenses</b>	\$50,000	<ul style="list-style-type: none"> <li>• Improvements may include the following:                             <ul style="list-style-type: none"> <li>○ Weather station</li> <li>○ New irrigation and fertigation system</li> <li>○ Development of old lemon acreage with new avocado plantings</li> <li>○ Additional signage</li> <li>○ Additional outbuildings and restroom facilities</li> <li>○ Misc. irrigation tools such as tensiometers, water marks with remote sensing, lysimeters, dendrometers</li> </ul> </li> </ul>
<b>INDUSTRY AFFAIRS – DEMONSTRATION GROVE SUBTOTAL:</b>	<b>\$97,030</b>	

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Industry Affairs</b>	<b>ACTIVITY: Other/Administrative</b>	<b>AGENCY: CAC</b>
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ACTION STEPS	BUDGET	DELIVERABLES
<b>Dues, Sponsorships, Registrations &amp; Reports</b> - Form and participate in coalitions with other commodity boards and agricultural organizations to broaden support for industry-wide initiatives	\$19,000	Coalitions may include, but are not limited to: <ul style="list-style-type: none"> <li>• Agriculture Coalition for Immigration Reform</li> <li>• National Council of Agriculture Employees</li> <li>• Alliance for Food &amp; Farming</li> <li>• United Ag</li> <li>• Western Growers</li> </ul>
<b>Grant Writing</b> - Pursue outside-funding opportunities for industry initiatives	\$15,000	Potential funding opportunities may include: <ul style="list-style-type: none"> <li>• GAP/Food safety</li> <li>• Water quality and efficiency</li> <li>• Phytosanitary/pest management</li> <li>• Sustainability/Energy efficiency</li> </ul>
<b>Travel</b> - Travel required by CAC staff to stay on top of industry issues and participate in industry events	\$60,000	Industry Affairs staff travel may include, but is not limited to: <ul style="list-style-type: none"> <li>• Meetings with policy/decision makers</li> <li>• Grower seminars</li> <li>• District meetings</li> <li>• Local and international industry meetings/conferences</li> </ul>
<b>Office Expense</b> - Expenses incurred by CAC non-marketing staff, in conducting day-to-day business activities	\$31,000	Examples of office expenses include, but are not limited to: <ul style="list-style-type: none"> <li>• Computers/software/electronics</li> <li>• Paper/binders/supplies</li> <li>• Subscriptions to various online resources</li> </ul>
<b>Committee Meeting Expense</b> - Expenses incurred for travel, lodging, and meals for committee meetings	\$10,000	Examples of committee meetings include, but are not limited to: <ul style="list-style-type: none"> <li>• Production Research Committee</li> <li>• GAP Committee</li> <li>• Executive Committee</li> <li>• Grievance Committee</li> </ul>
<b>INDUSTRY AFFAIRS – OTHER ADMINISTRATIVE SUBTOTAL:</b>	<b>\$135,000</b>	

<b>TOTAL INDUSTRY AFFAIRS BUDGET: \$1,335,530</b>
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# PRODUCTION RESEARCH

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Production Research</b>	<b>ACTIVITY: Research</b>	<b>AGENCY: UC Riverside, USDA, UC Cooperative Extension, Geospatial Partners</b>
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**PRIORITY 2:** Support industry strategy through research and outreach

**OBJECTIVES:**

1. Improve the competitiveness of growers by enhancing their productivity and sustainability
2. Ensure consistently high quality production to support CAC's market development efforts

**STRATEGIES:**

- A. Design and implement a technical investment management system that provides a framework for identifying and implementing solutions to problems in the grove or in the supply chain
- B. Educate California Avocado growers and other stakeholders providing information and tools to improve their decision making

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>CONTINUING RESEARCH PROJECTS</b>				
<b>Pests and Diseases</b>				
Biology and control of Polyphagous Shot Hole Borer	8/1/12	10/31/14	\$141,969	<ul style="list-style-type: none"> <li>• Chemical and physical controls for PSHB</li> <li>• List of host tree species for PSHB</li> </ul>
Identification and management of fusarium dieback disease on avocado in California	11/1/12	10/31/14	\$50,088	<ul style="list-style-type: none"> <li>• Chemical and/or biological control for the fungi associated with PSHB</li> </ul>
Identification of Predatory Mites & Genetic Analyses	11/1/12	10/31/14	\$9,998	<ul style="list-style-type: none"> <li>• Updated list of candidate biocontrol agents for Persea mite in California</li> <li>• Outreach materials on Persea mite biocontrol programs for California Avocado growers</li> </ul>
Sustained chemical control of avocado arthropod pests	11/1/12	10/31/17	\$92,173	<ul style="list-style-type: none"> <li>• A prioritized list of effective new pesticides to move toward registration</li> <li>• A sensitive method to evaluate pesticide resistance development in avocado thrips</li> <li>• Trunk spray and injection methods for application of systemic pesticides for use against a variety of pests</li> </ul>
Rapid diagnostic assay for <i>Phytophthora</i> species attacking avocado	11/1/12	10/31/14	\$15,000	<ul style="list-style-type: none"> <li>• A sensitive, rapid method for detection of <i>Phytophthora</i> species</li> </ul>

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Polyphagous shot hole borer and Fusarium dieback monitoring	4/1/13	6/31/14	\$52,182	<ul style="list-style-type: none"> <li>• Quarterly maps showing the area known to be infested by PSHB/Fusarium dieback</li> <li>• Updated host range and reproductive host lists</li> </ul>
<b>Breeding</b>				
Enhancement of avocado productivity: Plant improvement - selection and evaluation of improved varieties and evaluation of horticultural traits of rootstocks	11/1/13	10/31/14	\$176,143	<ul style="list-style-type: none"> <li>• A selection of seedling trees with promise as new-fruit cultivars</li> <li>• A selection of rootstocks tolerant to root rot and salinity planted in a trial</li> </ul>
Utilization of marker assisted selection for the development of new varieties and high production	11/1/13	10/31/14	\$11,362	<ul style="list-style-type: none"> <li>• Maintain the mapping tree population for future use in the study of trait heritability</li> </ul>
Screening and evaluation of new rootstocks with resistance to <i>Phytophthora cinnamomi</i> and salinity	11/1/13	10/31/14	\$140,809	<ul style="list-style-type: none"> <li>• Improved rootstocks for the California avocado industry that are tolerant of Phytophthora root rot, salinity and other environmental stresses</li> <li>• Improved rootstocks that increase productivity and reduce alternate bearing</li> </ul>
<b>Cultural Management</b>				
Decision support tools for avocado production and fruit quality	2/1/12	1/31/18	\$133,000	<ul style="list-style-type: none"> <li>• Web-based decision support tool that examines the relationships between climate, fertility and irrigation on avocado yields</li> <li>• A model quantifying the effects of leaf nutrient content, irrigation salinity and climate on avocado fruit quality</li> <li>• A dynamic economic model that will allow growers to optimize profit in relation to management decisions</li> </ul>
Improvement of yield per acre by close spacing and pruning, combined with new grower education classes	2/1/12	1/31/17	\$13,271	<ul style="list-style-type: none"> <li>• A demonstration grove where new growers can learn cultural management</li> </ul>
Meeting the challenge of salinity: Evaluation of rootstock material from Israel	11/1/12	10/31/14	\$22,684	<ul style="list-style-type: none"> <li>• Make available budwood from 22 Israeli rootstock selections for clonal propagation to test their adaptability to California conditions</li> </ul>

## 2013-14 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Meeting the challenge of salinity: Evaluation of selected rootstocks for response to salinity	11/1/12	10/31/16	\$55,350	<ul style="list-style-type: none"> <li>• A ranked list of recommended rootstocks based on salinity tolerance</li> <li>• Recommendations for improving water use efficiency based on real time monitoring of soil water status and salinity</li> </ul>
Pest and disease monitoring using remote sensing technologies for sustainable avocado grove management	11/1/12	3/31/16	\$21,850	<ul style="list-style-type: none"> <li>• Pest/disease outbreak maps that growers can access online to view a report of outbreaks in their area of interest</li> </ul>
Developing field strategies to correct alternate bearing II	4/1/13	10/31/14	\$58,557	<ul style="list-style-type: none"> <li>• Plant growth regulators that increase flowering and fruit set in the OFF bloom</li> <li>• Cost effective application method for applying PGRs</li> </ul>
<b>Continuing Research Projects Subtotal</b>		<b>SUBTOTAL:</b>	<b>\$994,436</b>	
<b>NEW RESEARCH PROJECTS</b>				
Assessment of fungicides and biocontrol agents to control pathogenic fungal species transmitted by the polyphagous shot hole borer	11/1/13	10/31/15	\$82,394	<ul style="list-style-type: none"> <li>• Effective fungicide and biological control agents to prevent the establishment and/or spread of fusarium dieback in avocado</li> </ul>
Identification of shot hole borers and determination of the species of <i>Euwallacea</i> affecting avocado in California	11/1/13	10/31/14	\$20,344	<ul style="list-style-type: none"> <li>• Correct identification of beetle samples submitted to laboratory</li> <li>• Area of origin of the <i>Euwallacea</i> species found in California</li> </ul>
Floral bud viability for bearing vs. nonbearing shoots of on-crop 'Hass' avocado trees	11/1/13	10/31/14	\$79,718	<ul style="list-style-type: none"> <li>• Determination of whether floral buds of on-crop shoots are dormant or irreversibly inhibited, and recommendations for harvesting strategies to improve return bloom</li> </ul>
Maximizing yield of commercially valuable size fruit of 'Hass' avocado based on leaf nutrient analyses and climate	11/1/13	10/31/15	\$49,433	<ul style="list-style-type: none"> <li>• Models that prescribe leaf nutrient levels required to achieve maximum yield</li> <li>• Identification of the factors that limit yield in a given geographic region</li> </ul>
<b>New Research Projects Subtotal</b>		<b>SUBTOTAL:</b>	<b>\$231,898</b>	

<b>TOTAL PRODUCTION RESEARCH BUDGET: \$1,226,325</b>
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# 2013-14 CAC BUDGET

**CALIFORNIA AVOCADO COMMISSION  
2013-14 PROJECTION & BUDGET  
WITH COMPARISON TO 2012-13**

ACCT CODE	REVENUES:	2013-14		2012-13		2013-14 vs. 2012-13		COMMENT
		PROJECTION	%	BUDGET AMEND #1	%	INCREASE (DECREASE)	PERCENT CHANGE	
40001	CAC Assessment Revenue	\$6,825,000	50.8%	\$6,562,500	39.4%	\$262,500	4.00%	Assessment rate 2.10%, crop size 325 MMLbs, price \$1.00
40011	HAB 85% Rebate Assessment Revenue	\$6,422,813	47.8%	\$9,881,250	59.3%	(\$3,458,438)	-35.00%	
	<b>Sub-Total Assessment Revenues</b>	<b>\$13,247,813</b>	<b>98.5%</b>	<b>\$16,443,750</b>	<b>98.6%</b>	<b>(\$3,195,938)</b>	<b>-19.44%</b>	
41001	Marketing Program Implementation Fee Revenue (HAB)	\$0	0.0%	\$20,000	0.1%	(\$20,000)	-100.00%	
42001	Administration & Accounting Fee Revenue (AIP)	\$86,000	0.6%	\$86,000	0.5%	\$0	0.00%	
46011	Specialty Crop Grant-GAP Education	\$11,000	0.1%	\$75,000	0.4%	(\$64,000)	-85.33%	
46012	USDA Grant-Polyphagous Shot Hole Borer	\$51,000	0.4%	\$0	0.0%	\$51,000	100.00%	
48001	Interest Income	\$10,000	0.1%	\$10,000	0.1%	\$0	0.00%	
48009	Other Income	\$40,000	0.3%	\$40,000	0.2%	\$0	0.00%	
	<b>Sub-Total Other Revenues</b>	<b>\$198,000</b>	<b>1.5%</b>	<b>\$231,000</b>	<b>1.4%</b>	<b>(\$33,000)</b>	<b>-14.29%</b>	
	<b>Total Revenues</b>	<b>\$13,445,813</b>	<b>100.0%</b>	<b>\$16,674,750</b>	<b>100.0%</b>	<b>(\$3,228,938)</b>	<b>-19.36%</b>	
ACCT CODE	EXPENDITURES: Marketing Programs	2013-14 BUDGET	%	2012-13 BUDGET AMEND #1	%	2013-14 vs. 2012-13 INCREASE (DECREASE)	PERCENT CHANGE	COMMENT
51000	Consumer Advertising	\$6,178,000	38.1%	\$7,217,500	41.9%	(\$1,039,500)	-14.40%	
54000	Consumer Public Relations & Nutrition Communications	\$880,000	5.4%	\$877,000	5.1%	\$3,000	0.34%	
52000	Merchandising/Marketing Promotions	\$1,825,000	11.3%	\$1,826,500	10.6%	(\$1,500)	-0.08%	
53000	Foodservice	\$890,000	5.5%	\$867,000	5.0%	\$23,000	2.65%	
55000	Online Marketing	\$698,000	4.3%	\$617,000	3.6%	\$81,000	13.13%	
59000	Marketing Planning & Other	\$229,000	1.4%	\$95,000	0.6%	\$134,000	141.05%	
	<b>Sub-Total Marketing Programs</b>	<b>\$10,700,000</b>	<b>66.0%</b>	<b>\$11,500,000</b>	<b>66.8%</b>	<b>(\$800,000)</b>	<b>-6.96%</b>	
	<b>EXPENDITURES: Non-Marketing Programs</b>							
64000	Industry Affairs	\$1,335,530	8.2%	\$1,492,535	8.7%	(\$157,005)	-10.52%	
65000	Production Research	\$1,226,325	7.6%	\$1,358,631	7.9%	(\$132,306)	-9.74%	
66011	Specialty Crop Grant-GAP Education	\$11,000	0.1%	\$75,000	0.4%	(\$64,000)	-85.33%	
66012	USDA Grant-Polyphagous Shot Hole Borer	\$51,000	0.3%	\$0	0.0%	\$51,000	100.00%	
70000	Administration	\$2,876,725	17.8%	\$2,783,321	16.2%	\$93,404	3.36%	
	<b>Sub-Total Non-Marketing Programs</b>	<b>\$5,500,580</b>	<b>34.0%</b>	<b>\$5,709,487</b>	<b>33.2%</b>	<b>(\$208,907)</b>	<b>-3.66%</b>	
	<b>Total Expenditures</b>	<b>\$16,200,580</b>	<b>100.0%</b>	<b>\$17,209,487</b>	<b>100.0%</b>	<b>(\$1,008,907)</b>	<b>-5.86%</b>	
	<b>Excess Of Revenues Over (Under) Expenditures</b>	<b>(\$2,754,768)</b>	<b>-20.5%</b>	<b>(\$534,737)</b>	<b>-3.2%</b>	<b>(\$2,220,031)</b>	<b>415.16%</b>	
	<b>Beginning Reserves - Nov. 1</b>	\$7,441,767		\$7,976,504		(\$534,737)	-6.70%	
	<b>Estimated Ending Reserves - Oct. 31</b>	<b>\$4,687,000</b>		<b>\$7,441,767</b>		<b>(\$2,754,768)</b>	<b>-37.02%</b>	

**CALIFORNIA AVOCADO COMMISSION  
2013-14 PROJECTION & BUDGET  
WITH COMPARISON TO 2012-13**

Department: Marketing

ACCT CODE	DEPT/ ACTIVITY	2013-14 vs. 2012-13						COMMENT
		2013-14 BUDGET	%	2012-13 BUDGET AMEND #1	%	INCREASE (DECREASE)	PERCENT CHANGE	
<b><u>Consumer Advertising:</u></b>								
51001	Media	\$5,004,260	46.8%	\$6,224,000	54.1%	(\$1,219,740)	-19.60%	
51002	Production	\$380,240	3.6%	\$200,000	1.7%	\$180,240	90.12%	
51801-02	Program Administration	\$793,500	7.4%	\$793,500	6.9%	\$0	0.00%	
	<b>Consumer Advertising Sub-Total</b>	<b>\$6,178,000</b>	<b>57.7%</b>	<b>\$7,217,500</b>	<b>62.8%</b>	<b>(\$1,039,500)</b>	<b>-14.40%</b>	
<b><u>Consumer Public Relations &amp; Nutrition Communications:</u></b>								
54000	Public Relations	\$234,000	2.2%	\$302,500	2.6%	(\$68,500)	-22.64%	
54100	News Bureau	\$355,000	3.3%	\$339,500	3.0%	\$15,500	4.57%	
54200	Nutrition Communications	\$216,000	2.0%	\$159,000	1.4%	\$57,000	35.85%	
54800	Program Administration	\$75,000	0.7%	\$76,000	0.7%	(\$1,000)	-1.32%	
	<b>Public Relations &amp; Nutrition Communications Sub-Total</b>	<b>\$880,000</b>	<b>8.2%</b>	<b>\$877,000</b>	<b>7.6%</b>	<b>\$3,000</b>	<b>0.34%</b>	
<b><u>Merchandising:</u></b>								
52001-61	Trade Relations	\$924,520	8.6%	\$879,925	7.7%	\$44,595	5.07%	
521XX&523XX	Retail/Consumer Promotions	\$606,775	5.7%	\$677,170	5.9%	(\$70,395)	-10.40%	
52201-11	Data, Research & Analysis	\$203,705	1.9%	\$184,405	1.6%	\$19,300	10.47%	
52401-11	Administration & Other	\$90,000	0.8%	\$85,000	0.7%	\$5,000	5.88%	
	<b>Merchandising Sub-Total</b>	<b>\$1,825,000</b>	<b>17.1%</b>	<b>\$1,826,500</b>	<b>15.9%</b>	<b>(\$1,500)</b>	<b>-0.08%</b>	
<b><u>Foodservice:</u></b>								
53001	Media	\$135,000	1.3%	\$171,000	1.5%	(\$36,000)	-21.05%	
53101	Public Relations & Collateral Materials	\$82,000	0.8%	\$92,000	0.8%	(\$10,000)	-10.87%	
53103	Foodservice Events	\$216,000	2.0%	\$227,000	2.0%	(\$11,000)	-4.85%	
53104	Chain Promotions	\$357,000	3.3%	\$275,000	2.4%	\$82,000	29.82%	
53105	Culinary Education Program	\$40,000	0.4%	\$42,000	0.4%	(\$2,000)	-4.76%	
53801-02	Program Administration	\$60,000	0.6%	\$60,000	0.5%	\$0	0.00%	
	<b>Foodservice Sub-Total</b>	<b>\$890,000</b>	<b>8.3%</b>	<b>\$867,000</b>	<b>7.5%</b>	<b>\$23,000</b>	<b>2.65%</b>	
<b><u>Online Marketing:</u></b>								
55101-55404	Website	\$377,800	3.5%	\$292,000	2.5%	\$85,800	29.38%	
55103-201	Social Media	\$125,000	1.2%	\$134,500	1.2%	(\$9,500)	-7.06%	
55402	Email	\$120,200	1.1%	\$125,500	1.1%	(\$5,300)	-4.22%	
55801	Program Administration	\$75,000	0.7%	\$65,000	0.6%	\$10,000	15.38%	
	<b>Online Marketing Sub-Total</b>	<b>\$698,000</b>	<b>6.5%</b>	<b>\$617,000</b>	<b>5.4%</b>	<b>\$81,000</b>	<b>13.13%</b>	
<b><u>Marketing Planning, Research &amp; Other:</u></b>								
51803	Marketing Planning	\$51,000	0.5%	\$18,000	0.2%	\$33,000	183.33%	
51003	Buy California Marketing Agreement	\$25,000	0.2%	\$25,000	0.2%	\$0	0.00%	
57000	Marketing Research	\$141,000	1.3%	\$40,000	0.3%	\$101,000	252.50%	
58000	Festivals	\$12,000	0.1%	\$12,000	0.1%	\$0	0.00%	
	<b>Marketing Planning, Research &amp; Other Sub-Total</b>	<b>\$229,000</b>	<b>2.1%</b>	<b>\$95,000</b>	<b>0.8%</b>	<b>\$134,000</b>	<b>141.05%</b>	
	<b>Total Marketing</b>	<b>\$10,700,000</b>	<b>100.0%</b>	<b>\$11,500,000</b>	<b>100.0%</b>	<b>(\$800,000)</b>	<b>-6.96%</b>	

**CALIFORNIA AVOCADO COMMISSION  
2013-14 PROJECTION & BUDGET  
WITH COMPARISON TO 2012-13**

Department: Industry Affairs

ACCT CODE	DEPT/ ACTIVITY	2013-14 vs. 2012-13						COMMENT
		2013-14 BUDGET	%	2012-13 BUDGET AMEND #1	%	INCREASE (DECREASE)	PERCENT CHANGE	
<b><u>Industry Statistics And Information:</u></b>								
64001	AMRIC Operation	\$90,000	6.7%	\$78,000	5.2%	\$12,000	15.38%	
64002	Crop Forecasting and Analysis	\$100,000	7.5%	\$83,000	5.6%	\$17,000	20.48%	
64003	Grower Database	\$6,000	0.4%	\$6,000	0.4%	\$0	0.00%	
64004	Grove ID GIS Project Development	\$65,000	4.9%	\$101,000	6.8%	(\$36,000)	-35.64%	
	<b>Industry Statistics And Information Sub-Total</b>	<b>\$261,000</b>	<b>19.5%</b>	<b>\$268,000</b>	<b>18.0%</b>	<b>(\$7,000)</b>	<b>-2.61%</b>	
<b><u>Grower Communications:</u></b>								
64101	Field Meetings, Seminars & Workshops	\$10,000	0.7%	\$10,000	0.7%	\$0	0.00%	
64102	Field Days	\$0	0.0%	\$20,000	1.3%	(\$20,000)	-100.00%	
64104	Educational Outreach	\$125,000	9.4%	\$55,000	3.7%	\$70,000	127.27%	
64105	Online Information	\$82,500	6.2%	\$115,000	7.7%	(\$32,500)	-28.26%	
64106	Publications	\$140,000	10.5%	\$94,000	6.3%	\$46,000	48.94%	
64107	Annual Meeting	\$10,000	0.7%	\$10,000	0.7%	\$0	0.00%	
64108	Annual Report	\$30,000	2.2%	\$25,000	1.7%	\$5,000	20.00%	
	<b>Grower Communication Sub-Total</b>	<b>\$397,500</b>	<b>29.8%</b>	<b>\$329,000</b>	<b>22.0%</b>	<b>\$68,500</b>	<b>20.82%</b>	
<b><u>Issues Management:</u></b>								
64201	Water Issues	\$100,000	7.5%	\$225,000	15.1%	(\$125,000)	-55.56%	
64202-03&205	Field/Technical Support	\$25,000	1.9%	\$25,000	1.7%	\$0	0.00%	
64206	Legislative & Regulatory Advocacy	\$100,000	7.5%	\$50,000	3.4%	\$50,000	100.00%	
64208	Product Registrations	\$75,000	5.6%	\$310,000	20.8%	(\$235,000)	-75.81%	
64209	GAP Certification Incentive Program	\$60,000	4.5%	\$60,000	4.0%	\$0	0.00%	
	<b>Issues Management Sub-Total</b>	<b>\$360,000</b>	<b>27.0%</b>	<b>\$670,000</b>	<b>44.9%</b>	<b>(\$310,000)</b>	<b>-46.27%</b>	
<b><u>Legal / Governance:</u></b>								
64301	Elections	\$20,000	1.5%	\$20,000	1.3%	\$0	0.00%	
64302	Legal Support	\$40,000	3.0%	\$40,000	2.7%	\$0	0.00%	
64303	Governance Support	\$25,000	1.9%	\$25,000	1.7%	\$0	0.00%	
	<b>Legal/Governance Sub-Total</b>	<b>\$85,000</b>	<b>6.4%</b>	<b>\$85,000</b>	<b>5.7%</b>	<b>\$0</b>	<b>0.00%</b>	
<b><u>Demonstration Grove:</u></b>								
64401	Pine Tree - Rent	\$18,850	1.4%	\$7,250	0.5%	\$11,600	160.00%	
64402	Pine Tree - Grove Management	\$22,000	1.6%	\$5,500	0.4%	\$16,500	300.00%	
64403	Pine Tree - Utilities	\$4,800	0.4%	\$1,975	0.1%	\$2,825	143.04%	
64404	Pine Tree - Property Tax & Insurance	\$1,380	0.1%	\$560	0.0%	\$820	146.43%	
64405	Pine Tree - Misc Expenses	\$50,000	3.7%	\$2,250	0.2%	\$47,750	2122.22%	
	<b>Issues Management Sub-Total</b>	<b>\$97,030</b>	<b>7.3%</b>	<b>\$17,535</b>	<b>1.2%</b>	<b>\$79,495</b>	<b>453.35%</b>	
<b><u>Other:</u></b>								
64801	Dues, Sponsorships, Registrations & Reports	\$19,000	1.4%	\$19,000	1.3%	\$0	0.00%	
64802	Grant Writing	\$15,000	1.1%	\$15,000	1.0%	\$0	0.00%	
64803	Travel	\$60,000	4.5%	\$60,000	4.0%	\$0	0.00%	
64804	Office Expense	\$31,000	2.3%	\$29,000	1.9%	\$2,000	6.90%	
64805	Committee Meeting Expense	\$10,000	0.7%	\$0	0.0%	\$10,000	100.00%	
	<b>Other Industry Affairs Sub-Total</b>	<b>\$135,000</b>	<b>10.1%</b>	<b>\$123,000</b>	<b>8.2%</b>	<b>\$12,000</b>	<b>9.76%</b>	
	<b>Total Industry Affairs</b>	<b>\$1,335,530</b>	<b>100.0%</b>	<b>\$1,492,535</b>	<b>100.0%</b>	<b>(\$157,005)</b>	<b>-10.52%</b>	

**CALIFORNIA AVOCADO COMMISSION  
2013-14 PROJECTION & BUDGET  
WITH COMPARISON TO 2012-13**

**Department: Production Research**

ACCT CODE	DEPT/ ACTIVITY	2013-14		2012-13		2013-14 vs. 2012-13		COMMENT
		BUDGET	%	BUDGET AMEND #1	%	INCREASE (DECREASE)	PERCENT CHANGE	
	<b>Existing Projects</b>							
	<b>Research-Pest &amp; Disease Projects:</b>							
65105	Development of Pheromone Detection & Monitoring-Millar	\$0	0.0%	\$28,204	2.1%	(\$28,204)	-100.00%	
65110	Survey For Armored Scale & Natural Enemies-Stouthammer	\$0	0.0%	\$31,000	2.3%	(\$31,000)	-100.00%	
65189	Optimization of Systemic Pesticides-Byrne	\$0	0.0%	\$20,516	1.5%	(\$20,516)	-100.00%	
65113	Biology and Control of Shot Hole Borer - Paine	\$141,969	11.6%	\$138,401	10.2%	\$3,568	2.58%	
65114	Identification/Determination Shot Hole Borer - Stouthammer	\$20,344	1.7%	\$19,494	1.4%	\$850	4.36%	
65115	Identification & Management of Shot Hole Borer - Eskalen	\$50,088	4.1%	\$44,500	3.3%	\$5,588	12.56%	
65116	Sustained Chemical Control of Arthropod Pests - Morse	\$92,173	7.5%	\$89,786	6.6%	\$2,387	2.66%	
65117	Rapid Diagnostic Assay for Phytophthora - Martin	\$15,000	1.2%	\$15,000	1.1%	\$0	0.00%	
65118	Identification of Predatory Mites & Genetic Analyses - Hoddle	\$9,998	0.8%	\$45,000	3.3%	(\$35,002)	-77.78%	
65119	PSHB and Fusarium dieback monitoring	\$52,182	4.3%	\$43,353	3.2%	\$8,829	20.37%	
65120	Assessment of fungicides and biocontrol PSHB - Eskalen	\$82,394	6.7%	\$0	0.0%	\$82,394	100.00%	
	<b>Pest &amp; Disease Project Sub-Total</b>	<b>\$464,148</b>	<b>37.8%</b>	<b>\$475,254</b>	<b>35.0%</b>	<b>(\$11,106)</b>	<b>-2.34%</b>	
	<b>Research-Breeding, Varieties, Genetics Projects:</b>							
65202	Selection/Evaluation Improved Varieties & Rootstocks-Arpaia	\$176,143	14.4%	\$211,354	15.6%	(\$35,211)	-16.66%	
65203	Screening of Rootstocks Resistant to Phytophthora-Douhan	\$140,809	11.5%	\$150,000	11.0%	(\$9,191)	-6.13%	
65206-07	Maintain Variety and Mapping Population-Mauk & Arpaia	\$11,362	0.9%	\$19,126	1.4%	(\$7,764)	-40.59%	
	<b>Breeding, Varieties, Genetics Projects Sub-Total</b>	<b>\$328,314</b>	<b>26.8%</b>	<b>\$380,480</b>	<b>28.0%</b>	<b>(\$52,166)</b>	<b>-13.71%</b>	
	<b>Research-Cultural Management Projects:</b>							
65307	International Alternate Bearing	\$0	0.0%	\$14,293	1.1%	(\$14,293)	-100.00%	
65308	Decision Support for Avocado Production & Fruit Quality-Crowley	\$133,000	10.8%	\$138,000	10.2%	(\$5,000)	-3.62%	
65309	Avocado Phenology-Digital Monitoring-Bianchi	\$0	0.0%	\$23,058	1.7%	(\$23,058)	-100.00%	
65310	Improvement of Yield with New Grower Education-Bender	\$13,271	1.1%	\$40,976	3.0%	(\$27,705)	-67.61%	
65311	Evaluation of Rootstock Material from Israel - Phase 1-Arpaia	\$22,684	1.8%	\$15,141	1.1%	\$7,543	49.82%	
65312	Evaluation of Selected Rootstocks for Salinity-Mauk	\$55,350	4.5%	\$63,000	4.6%	(\$7,650)	-12.14%	
65313	Pest & Disease Monitoring Using Remote Sensing -Toule	\$21,850	1.8%	\$11,740	0.9%	\$10,110	86.12%	
65314	Developing Field Strategies to Correct Alternate Bearing	\$58,557	4.8%	\$42,354	3.1%	\$16,203	38.26%	
65315	Floral bud viability - Lovatt	\$79,718	6.5%	\$0	0.0%	\$79,718	100.00%	
65316	Maximizing yield of commercially valuable size Hass fruit	\$49,433	4.0%	\$0	0.0%	\$49,433	100.00%	
	<b>Cultural Management Projects Sub-Total</b>	<b>\$433,863</b>	<b>35.4%</b>	<b>\$348,562</b>	<b>25.7%</b>	<b>\$85,301</b>	<b>24.47%</b>	
	<b>Research-Postharvest Projects:</b>							
65402	Eating Quality - Arpaia	\$0	0.0%	\$154,335	11.4%	(\$154,335)	-100.00%	
	<b>Postharvest Projects Sub-Total</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$154,335</b>	<b>11.4%</b>	<b>(\$154,335)</b>	<b>-100.00%</b>	
	<b>Total Production Research</b>	<b>\$1,226,325</b>	<b>100.0%</b>	<b>\$1,358,631</b>	<b>100.0%</b>	<b>(\$132,306)</b>	<b>-9.74%</b>	

**Department: Grants**

ACCT CODE	DEPT/ ACTIVITY	2013-14		2012-13		2013-14 vs. 2012-13		COMMENT
		BUDGET	%	BUDGET AMEND #1	%	INCREASE (DECREASE)	PERCENT CHANGE	
66011	Specialty Crop Grant-GAP Education	\$11,000	17.7%	\$75,000	100.0%	(\$64,000)	-85.33%	
66012	USDA Grant-Polyphagous Shot Hole Borer	\$51,000	82.3%	\$0	0.0%	\$51,000	100.00%	
	<b>Total Grants</b>	<b>\$62,000</b>	<b>100.0%</b>	<b>\$75,000</b>	<b>100.0%</b>	<b>(\$13,000)</b>	<b>-17.33%</b>	

**CALIFORNIA AVOCADO COMMISSION  
2013-14 PROJECTION & BUDGET  
WITH COMPARISON TO 2012-13**

Department: Administration

ACCT CODE	DEPT/ ACTIVITY	2013-14 vs. 2012-13						COMMENT
		2013-14 BUDGET	%	2012-13 BUDGET AMEND #1	%	INCREASE (DECREASE)	PERCENT CHANGE	
<b>Office Expense:</b>								
71101-02	Office Rent, Cam, Ins, Property Tax	\$102,610	3.6%	\$90,158	3.2%	\$12,452	13.81%	
71104	Offsite Storage	\$5,760	0.2%	\$7,600	0.3%	(\$1,840)	-24.21%	
71111	Corporate Insurance	\$75,890	2.6%	\$78,000	2.8%	(\$2,110)	-2.71%	
71121-23	Office Expense, Supplies & Janitorial	\$32,000	1.1%	\$30,962	1.1%	\$1,038	3.35%	
71131	Utilities	\$14,730	0.5%	\$12,630	0.5%	\$2,100	16.63%	
71141	Bank & Payroll Fees	\$9,855	0.3%	\$10,000	0.4%	(\$145)	-1.45%	
71151	Equipment Maintenance & Expense	\$28,160	1.0%	\$20,588	0.7%	\$7,572	36.78%	
71161-81	Telephone, Cell Phone, Postage & Courier Service	\$25,630	0.9%	\$23,824	0.9%	\$1,806	7.58%	
	<b>Office Expense Sub-Total</b>	<b>\$294,635</b>	<b>10.2%</b>	<b>\$273,762</b>	<b>9.8%</b>	<b>\$20,873</b>	<b>7.62%</b>	
<b>Professional Fees:</b>								
71201	CPA-Financial Audits	\$26,000	0.9%	\$26,000	0.9%	\$0	0.00%	
71203	CPA-Assessment Audits	\$15,000	0.5%	\$15,000	0.5%	\$0	0.00%	
71207	CDFA Fiscal and Compliance Audit	\$7,000	0.2%	\$7,000	0.3%	\$0	0.00%	
71211	CDFA Charges	\$62,000	2.2%	\$56,500	2.0%	\$5,500	9.73%	
71221	USDA-AMS Charges	\$60,000	2.1%	\$65,000	2.3%	(\$5,000)	-7.69%	
71231-35	Legal & Other Professional	\$5,000	0.2%	\$44,000	1.6%	(\$39,000)	-88.64%	
78301	Pension Admin & Legal	\$28,100	1.0%	\$20,000	0.7%	\$8,100	40.50%	
	<b>Professional Fees Sub-Total</b>	<b>\$203,100</b>	<b>7.1%</b>	<b>\$233,500</b>	<b>8.4%</b>	<b>(\$30,400)</b>	<b>-13.02%</b>	
<b>Personnel Expenses:</b>								
71301	Salaries/Wages	\$1,577,940	54.9%	\$1,523,974	54.8%	\$53,966	3.54%	
71311-331	Pension, Payroll Tax & Benefits	\$578,179	20.1%	\$507,916	18.2%	\$70,263	13.83%	
	<b>Personnel Expenses Sub-Total</b>	<b>\$2,156,119</b>	<b>75.0%</b>	<b>\$2,031,890</b>	<b>73.0%</b>	<b>\$124,229</b>	<b>6.11%</b>	
<b>Commissioner Expenses:</b>								
71401	District Meetings & Expenses	\$3,000	0.1%	\$3,000	0.1%	\$0	0.00%	
71402-03	Travel, Lodging, Mileage, Meals & Entertainment	\$43,000	1.5%	\$50,300	1.8%	(\$7,300)	-14.51%	
71404	Board Meeting Expenses	\$19,750	0.7%	\$25,200	0.9%	(\$5,450)	-21.63%	
	<b>Commissioner Expenses Sub-Total</b>	<b>\$65,750</b>	<b>2.3%</b>	<b>\$78,500</b>	<b>2.8%</b>	<b>(\$12,750)</b>	<b>-16.24%</b>	
<b>Information Technology:</b>								
73001-02	Network Maint., Hardware, Software & Licenses	\$29,045	1.0%	\$27,100	1.0%	\$1,945	7.18%	
73003&05	IT Support & Consulting & IT Service	\$52,150	1.8%	\$50,324	1.8%	\$1,826	3.63%	
73004	Accounting & Assessment System	\$12,900	0.4%	\$2,900	0.1%	\$10,000	344.83%	
	<b>Information Technology Sub-Total</b>	<b>\$94,095</b>	<b>3.3%</b>	<b>\$80,324</b>	<b>2.9%</b>	<b>\$13,771</b>	<b>17.14%</b>	
<b>Depreciation, Interest &amp; Other Admin:</b>								
78101	Admin Staff Travel	\$6,000	0.2%	\$8,000	0.3%	(\$2,000)	-25.00%	
78201	Depreciation Expense	\$5,232	0.2%	\$5,300	0.2%	(\$68)	-1.28%	
78401-501	Dues & Reg., Education, Training, Recruitment, Other	\$21,794	0.8%	\$27,700	1.0%	(\$5,906)	-21.32%	
78601	Temporary Help	\$30,000	1.0%	\$30,000	1.1%	\$0	0.00%	
78801	Office Buildout	\$0	0.0%	\$14,345	0.5%	(\$14,345)	-100.00%	
	<b>Depreciation, Interest &amp; Other Admin Sub-Total</b>	<b>\$63,026</b>	<b>2.2%</b>	<b>\$85,345</b>	<b>3.1%</b>	<b>(\$22,319)</b>	<b>-26.15%</b>	
	<b>Total Administration</b>	<b>\$2,876,725</b>	<b>100.0%</b>	<b>\$2,783,321</b>	<b>100.0%</b>	<b>\$93,404</b>	<b>3.36%</b>	