



2021-22 BUSINESS PLAN

(Approved by CAC Board on October 13, 2021)

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CAC Priorities

CAC Priority No. 1

Position California Avocados to be the world's most-valued and desired avocados*

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

CAC Priority No. 2

Advocate for, and engage with, the industry

CAC Priority No. 3

Support industry strategy through research and outreach

CAC Priority No. 4

Cultivate organizational excellence / Demonstrate effective use of resources



INDUSTRY STRATEGIC INTENT 2025

Industry Strategic Intent 2025

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

Vision: To be recognized as the most-desired avocado in the world by fostering a vibrant industry

California Avocados will occupy a premium position in the market.

Key Industry Aspirations

California Avocado growers face a staggering array of challenges – sharply rising input costs, particularly water pricing, labor 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, global consumer demand for avocados continues to grow at a record pace. Over time, consumers are expected to continue to demand and find value in sustainably grown products tailored to meet their lifestyle needs.

Consequently, we aspire to the following outcomes:

- An assured place in the market
- A price to growers that is both premium to the competition and fosters industry viability
- Consistently high-quality production
- Highly productive and efficient growers
- Stable production from year-to-year
- Sustainable industry practices
- Socially responsible practices
- Leaders in innovation
- CAC’s target consumers prefer to purchase California Avocados when they are available

Competitive Advantages

- Locally and responsibly grown by California farmers who nurture the avocados and the land every step of the way
- Proximity to market
- Freshest product, picked at the peak of the season
- Consistency in taste and premium eating quality

Brand Positioning/Promise

The best avocados have California in them

- Locally grown with an uncompromising dedication to quality and freshness
- Available seasonally in select locations

Target Markets

Strategic partnerships with tier 1 retail customers, foodservice chains and export accounts who are willing to pay a premium for California Avocados (Tiered-Account Approach)

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
- Champion diversity, equity and inclusion in California Avocado marketing practices, programs, partners, targets and communications

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, growers and handlers...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 viability*
- 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 research, education and outreach – from grove through supply chain – to advance our industry
 - *A research and grower outreach program is in place that forms the cornerstone for strengthening our position as a premium product, now and in the future*

2021-22 Special Circumstances

- This plan recognizes that the unprecedented health crisis of COVID-19 pandemic, uncertain political situation and social upheaval experienced in 2020 will continue to influence the California Avocado business in the next fiscal year. It is unknown how and how much
- CAC 2021-22 plans are flexible to respond to changing circumstances. Some events and activities in the plan have notations, "if permissible" to indicate that they will only occur if allowed by public health orders and with utmost concern for safety. Some activities may occur virtually if not allowed in person; for others there are back-up plans

CAC Strategic Intent

CAC Priority No. 1:

Position California Avocados to be the world's most-valued and desired avocados*

*(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 being positioned as the world’s most-valued and desired avocados—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 origins. 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. Other target avocado consumers who are not actively concerned with avocado origin must be provided with additional motivation to prefer California Avocados and a willingness to pay a premium for them when in season (The inherent value recognized by consumers ultimately means increased profitability for retailers, foodservice operators, wholesalers and, most importantly, growers.)

Objectives:

1. Increase California Avocado perceived value, preference and loyalty with our targets
2. Retain or increase the high awareness of the California avocado growing region among targeted consumers
3. Aspire to an average price per pound of \$1.35 or greater

Strategies:

Distribution and Targeting

- A. Motivate and support targeted retailers and foodservice operators who are demonstrating a willingness to pay a premium for California Avocados, solidify handler supply commitment and encourage targeted consumers to seek out and purchase in-season California Avocados
- B. Build high-value distribution and marketing opportunities for California Avocados, including export
- C. Create anticipation and readiness for fresh California Avocado season among targeted trade, diverse influencers and consumers
- D. Augment marketing communications with programs that engage the younger age range of targeted consumers

Communication

- E. Communicate consumer and trade messaging that differentiates California Avocados from avocados of other origins (e.g., aspects of freshness, locale/terroir, locally/domestically grown, California state fruit, exclusive seasonal availability, grower practices/sustainability, preference, California lifestyle and culture and more)
- F. Communicate superiority and premium quality of Fresh California Avocados
- G. Fuse a tight connection between the California Avocados brand and product across all brand touchpoints (advertising, communications, partnership content, point-of-purchase and other retailer/foodservice operator touchpoints)
- H. Maintain creative cohesion and integrate elements of the California Avocado advertising campaign in appropriate marketing communications
- I. Direct paid brand advocates and media partners to share “why-California Avocado” messages and encourage unpaid advocates to do so
- J. Identify and create brand-safe opportunities that enable California Avocados to organically join hyper-relevant cultural moments
- K. Maintain year-round California Avocado awareness messaging
- L. To the trade, communicate the business benefits of carrying and promoting California Avocados in season
- M. Inform California Avocado stakeholders and constituents about Marketing program activities and results

Performance Measures:

- Using the 2021 CAC summer/fall tracking study as a benchmark, measure maintenance of attribute ratings among California consumers
 - Attribute ratings for California origin
 - Benchmarks: TBD% for best tasting, TBD% for most premium quality, TBD% for freshest
 - Percent of avocado shoppers in California who look for the origin of avocados and care about buying those that are U.S. grown, (“top two box”)
 - Benchmarks: TBD% care about U.S. grown; TBD% look for origin
- Using the 2021 CAC summer/fall tracking study as a benchmark, measure maintenance of consumer preference for California Avocados among California consumers versus those from other sources
 - Benchmarks: TBD% prefer California, TBD% prefer any other, TBD% no preference/not sure
- Using the 2021 CAC summer/fall tracking study as a benchmark, measure maintenance in consumer association between avocados and summer among California consumers
 - Benchmark: TBD% associate California Avocados with spring
 - Benchmark: TBD% associate California Avocados with summer
- Using the 2021 CAC summer/fall tracking study as a benchmark, measure retention of very high awareness of the California avocado growing region among California consumers and Premium Californians as well as improvement of moderately high awareness among younger target consumers
 - Benchmark: TBD% aided awareness among Californians
 - Benchmark: TBD% aided awareness among Premium Californians
 - Benchmark: TBD% aided awareness among Californians ages 18-24

- Growth in consumer engagement for the fiscal year 2021-2022 vs. 2020-21 benchmarks
 - Increase in engagement rate (TBD% video completion rate, TBD% social engagement rate)
 - Increase in average time on website (session length) vs. benchmark
 - Increase in average pages per visit vs. benchmark
 - Decrease in bounce rate vs. benchmark
 - Achieve average blogger advocate Instagram post engagement rate above industry benchmark (1.22% engagement rate)
 - Increase in retail and foodservice consumer engagement rates vs. benchmark, including TBD% social engagement rate
 - Growth in average foodservice engagement via digital ads for fiscal year 2021-22:
 - Benchmark: CTR/Response Rate > TBD%
- Handler, retailer and foodservice performance results measured by retailer and foodservice promotional agreements
 - Secure 100% signed foodservice promotion agreements
- Improvement in foodservice marketing metrics vs. benchmark 2018-19 (*programs based on handler approval and favorable value to growers*)
 - An 85% retention rate among chain partners from 2020-21 to 2021-22
 - Increase new foodservice partnerships (never partnered with or have not partnered within past 2 years) by a minimum of 4
 - California Avocados promoted/featured in approximately 1,800 foodservice units
- Achievement of retail marketing metrics
 - A minimum of 80% of target (Tier 1) retail customers merchandising California Avocados
 - Secure at least 45 retail promotions with targeted customers
 - Place a minimum of 1,000 retail display bins with targeted customers
- Using “AMRIC data”, measure lug prices and differentials of California Avocados vs. avocados of other origins
 - Achieve or exceed budgeted average price for the fiscal year
 - Achieve a premium price for California Avocados during California season vs. the off season
 - Achieve a premium price for California vs. imports during California season

CAC Priority No.2:

Advocate for, and engage with, the industry

Rationale

An effective marketing program, by itself, is not enough to ensure the success 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 trade access, pesticide registrations, regulatory issues, water availability 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 also can serve as a reservoir and conduit for information needed to enable growers to be 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 consensus on the strategic direction to be taken to achieve the industry's key aspirations
3. Enhance California Avocado grower productivity and success
4. Ensure a full understanding and consideration of how government agency decisions will impact California avocado producers

Strategies:

- A. Anticipate and prioritize issues; use informed decision-making when executing plans that shape issue outcomes and respond immediately to crisis issues

- B. Collect and compile information vital to understanding global avocado market forces
- C. Execute an industry communications program that promotes discussion, consensus, action and feedback
- D. Maintain and develop relationships with other avocado industry and agricultural organizations that leverage strengths on issues of common interest
- E. Establish, maintain and strengthen relationships with influential governmental agency personnel (e.g. United States Department of Agriculture, Food and Drug Administration and others)

Performance Measures:

- Timely response to emerging issues leading to successful outcomes
- Successful, timely Board elections and orientation
- Successful vote in industry referenda
- Grower seminars, workshops, annual meetings and field days on current issues of importance
- Industry communications via semi-monthly GreenSheet and quarterly From the Grove publications

CAC Priority No. 3:

Support industry strategy through research and outreach

Rationale

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

Continual improvement—in terms of productivity, quality and operating efficiency—is an imperative if the industry is to thrive. It also acknowledges that advances through research are of little value to the industry 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 through 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. Enhance California Avocado grower productivity and success
2. Ensure consistently safe, high-quality production that supports CAC’s market development efforts

Strategies:

- A. Design and implement a Production Research Program focused on practical solutions to grower-defined priorities
- B. Develop a research-based outreach and education program for California Avocado growers and other industry stakeholders

Performance Measures:

- Maintain average annual California production volume of 350 million pounds over 5 years
- California avocado growers recognize CAC as a leader in grower education, communication and outreach

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 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. CAC must 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 continual recruitment of talent, with an emphasis on diversity and inclusiveness, investment in Board and 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
4. Achieve financial sustainability

Strategies:

- A. Conduct outreach efforts that continually identify and recruit new Board members and provide for their proper orientation
- B. Recruit for diversity and inclusivity when seeking board members, staff and vendors
- C. Ensure that the assessment rate, revenue and expenditures are appropriate to meet the industry's needs and expectations
- C. Allocate financial resources against industry priorities
- D. Implement comprehensive risk management procedures
- E. Create staff development programs that enhance competencies, maintain productivity and improve effectiveness and job satisfaction
- F. Maintain a balanced budget

Performance Measures:

- Favorable, unmodified Independent Auditor's opinion on CAC's basic financial statements
- Favorable United States Department of Agriculture (USDA) and California Department of Food and Agriculture (CDFA) Fiscal and Compliance Audit
- Staff development as measured by annual performance reviews
- Annual orientation, training and evaluation programs that improve the effectiveness of the seated CAC Board of Directors and encourage recruitment of prospective members
- Diversity among the board, staff and vendors
- Positive evaluation of financial sustainability by California Avocado Commission Finance Committee
- Balanced budget confirmed by year-end financial statements



CONSUMER MARKETING

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Media and Search Engine Optimization; Creative Development and Production; Website; Email Program; Social Media and Content Marketing; and Program Administration
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PRIORITY 1: Position California Avocados to be the world's most-valued and desired avocados *
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OBJECTIVES:

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2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Media and Search Engine Optimization	AGENCY: MullenLowe
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Comprehensive Media Plan Development</p> <ul style="list-style-type: none"> • Develop a comprehensive on- and offline media plan (applicable to all media channels, including digital and social): <ul style="list-style-type: none"> ○ Media plan will continue to include tactics to support creative messaging • Build media plan that reaches the Premium Californian target, inclusive of diverse demographics including age, race, gender, culture and family status. Media plan also will include tactics to target Super Users based on 2020-21 learnings • Activate consumers seeking avocados at or around retailers who merchandise California Avocados • Negotiate all added value and savings with media partners • Include custom content partnerships based on learnings from 2020-21 • Support targeted retail and foodservice account-specific initiatives 	11/1/21	9/7/22	\$3,200,000	<ul style="list-style-type: none"> • Media plan recommendation by 11/2/21 • Media plan to include the following channels: audio, outdoor, digital media and content, influencers, paid social and search. Events will be evaluated and one will potentially be included pending opportunities (channels pending COVID-19 environment and social climate) • Revised media plan recommendation (if applicable, within two to four weeks of initial recommendation, depending on feedback) • Negotiated plan recap by 1/21/22 • Retailer and foodservice-specific media plans in season for CAC's owned social platforms (up to 15 recommendations)

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Media and Search Engine Optimization (cont.)	AGENCY: MullenLowe
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Media Plan Maintenance and Reporting</p> <ul style="list-style-type: none"> • Maintain and optimize media plan • Provide reports on campaign progress and optimization recommendations when applicable • Implement approved optimization recommendations • Provide a campaign wrap-up report summarizing the campaign's performance and providing insight and direction for the following year's campaign • Manage and analyze consumer marketing research with Nielsen 	1/3/22	10/31/22	(cont.)	<ul style="list-style-type: none"> • Media plan schedules by 1/21/22 • Media purchasing and implementation per approved plan • Mid-campaign reporting and optimization recommendations during consumer media campaign (1 provided during campaign) • Campaign wrap-up report (six weeks after campaign conclusion) • Key Performance Indicators for campaign are noted above in performance measures • Retailer and foodservice-specific wrap-up reports (up to 15) • Nielsen wrap-up report to be provided after campaign conclusion

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Media and Search Engine Optimization (cont.)	AGENCY: MullenLowe
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Search Engine Optimization Monitor organic search and optimize efficiency, targeting and effectiveness</p> <ul style="list-style-type: none"> • Analyze internal landing pages for opportunities to incorporate recipe and category pages into existing content • Perform a technical audit and provide recommendations for improved overall health of website • Complete the ongoing metadata refresh for the recipe and category pages, including optimized meta titles and descriptions • Conduct a competitive analysis of CAC’s site with competitors and identify content opportunities for new blog posts, page experience improvements, and dynamic search engine result page opportunities • Present a page experience analysis to internal and development teams that assesses the opportunities and room for improvement with Core Web Vital details • Provide alternative text optimizations for images missing alternative text and review top recipe images for optimizations available • Provide quarterly report outlining project progress, key insights, website traffic increases and keyword rank growth 	11/2/21	10/31/22	(cont.)	<ul style="list-style-type: none"> • Internal Linking Audit by 12/16/21 • Technical SEO audit by 2/9/22 • Metadata refresh by 4/7/22 • Competitive analysis by 7/29/22 • Page Experience audit by 9/15/22 • Alt text optimizations by 10/26/22 • 3 seasonal recipe trends and ideation reviews • Quarterly reporting throughout the year (4 total) • Ongoing stewardship during implementation of recommendations
CONSUMER MARKETING: MEDIA AND SEARCH ENGINE OPTIMIZATION (MULLENLOWE) SUBTOTAL:			\$3,200,000	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Creative Development and Production	AGENCY: MullenLowe
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>“The best avocados have California in them” Integrated Campaign Extend the campaign for year three, focusing on the locally grown advantage, seasonal availability and differentiating California</p> <ul style="list-style-type: none"> • Build on the learnings of years 1 and 2 of the campaign and consumer landscape • Continue to communicate the best avocados have California in them with strong elements of the California lifestyle in campaign graphics that are fruit-forward and California-centric • Facilitate alignment across agencies in premium, targeted approach and execution for efficient integration • Manage efficient, innovative asset production for paid and owned media • Incorporate prominent California Avocado branding in assets and communications • Develop creative for integrated programs, including any campaign assets and custom content • Develop creative content that communicates superiority and premium quality of California Avocados • Develop creative that champions diversity, equity and inclusion for strategic seasonal program promotions 	11/1/21	6/1/22	\$197,305	<p>Creative campaign assets that support approved media plan including digital banners, video pre-roll, outdoor, audio and custom content as needed by 2/15/22, rolling based on launch date:</p> <ul style="list-style-type: none"> • Optimize current brand “CA” artwork and animations by 2/1/22 (up to 6 total) • Season Opener assets as determined by the media plan by 2/15/22 • Oversee and develop any new campaign partnerships with artists or brands by 4/1/22 (up to 3 total) <p><i>NOTE: Final campaign deliverables and number of assets to be determined by approved media plan</i></p>
CONSUMER MARKETING: CREATIVE DEVELOPMENT AND PRODUCTION (MULLENLOWE) SUBTOTAL:			\$197,305	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Website	AGENCY: MullenLowe
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Website Maintenance Perform ongoing overall site maintenance for https://californiaavocado.com/ and California Avocado Merchandise Shop site</p> <ul style="list-style-type: none"> • Support for minor campaign-specific User Interface and User Experience updates • Create hero assets for campaign-specific updates • Support ongoing business needs with frontend and backend development as well as Content Management System improvements as needed • Ensure the site continues to be compliant with Americans With Disabilities Act resolve blocker and critical issues 	11/1/21	10/31/22	\$106,200	<ul style="list-style-type: none"> • Monthly maintenance releases (12 total) • Frontend development hours (up to 12 per month) • Backend development hours (up to 12 per month) • Quality Assurance development hours (up to 12 per month) • Incorporate shopping experience into the site – design and build a shop Call to Action module. Example: https://www.shopify.com/buy-button/wordpress by 12/15/21 • Campaign hero assets in formats for website and email template (up to 6 total) • UX/UI support and minor revisions (up to 8 hours per month) • Bug fixes, as needed <p><i>*Monthly deliverables will be based on CAC's requests, task priority and available budget</i></p>
<p>Data Gathering and Analytics</p> <ul style="list-style-type: none"> • Create a website learning agenda that informs CAC's 2022 agenda including program goals, KPIs and site measurement • Create quarterly analytical reports/readouts for the site with insights based on the 2022 program goals and KPIs • Support tagging strategy and Google Analytics tagging (ad hoc) • Gather data that informs UX/UI/development/business decisions 	11/1/21	10/31/22	\$30,000	<ul style="list-style-type: none"> • 2022 learning agenda presentation by 11/20/21 • Quarterly analytical reports due at the beginning of each quarter (4 reports total) <p><i>NOTE: Learnings from all reports will be implemented under the Maintenance and Site Enhancements scopes, based on the priority and available budget</i></p>

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Website (cont.)	AGENCY: MullenLowe
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Site Enhancements</p> <ul style="list-style-type: none"> • Optimize and improve organic search and overall site performance; implement SEO technical recommendations and metadata into the site • Q1-Q2 Enhancements <ul style="list-style-type: none"> ○ Optimize FAQ page based on user testing feedback and ML team’s recommendations provided during fiscal year 2021 ○ Implement and improve advance search experience; update the filter and sort options ○ Enhance the navigation based on user testing feedback and ML team’s recommendations provided during fiscal year 2021 • Q3-Q4 Enhancements <ul style="list-style-type: none"> ○ Enhance the overall structure of categories and recipe tags ○ Create and conduct user testing to support UX/UI decisions as needed (up to 2 tests) ○ Design the user experience to immerse website visitors with recipe tags ○ Enhance the navigation as needed based on user testing feedback and the latest categories and recipe tags structure <p><i>*Refer to the SEO section for the SEO roadmap</i></p>	11/1/21	10/31/22	\$93,640	<p>Implementation of Search Engine Optimization deliverables*</p> <ul style="list-style-type: none"> • Implementation per technical SEO audit by 4/30/22 • Implementation of metadata refresh by 5/31/22 <p>Q1-Q2 Enhancements</p> <ul style="list-style-type: none"> • Project plan by 11/30/21 • Implementation by 2/28/22 <p>Q3-Q4 Enhancements</p> <ul style="list-style-type: none"> • Mid-year budget review with additional recommendations for Q3-Q4 enhancements by 4/14/22 • Define project approach by 5/31/22 • User testing framework and recommendations per user feedback by 6/30/22 • Implementation by 9/30/22 • Mid-year budget review with additional recommendations for Q3-Q4 enhancements by 4/14/22 <p><i>*Final implementation items will be based on the SEO deliverables. SEO outputs also will inform decisions for site enhancements as needed</i></p>

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Website (cont.)	AGENCY: MullenLowe
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Third-Party Annual Hosting Services	11/1/21	10/31/22	\$20,300	<ul style="list-style-type: none"> • WP Engine hosting (\$3,050/year) • Content Delivery Network ensures better and faster website performance (\$2,400) • Hosted email services (\$12,000/year) • Website Domain Renewal (\$1,200/year) • WordPress Plugins: ShortPixel, Relevanssi, FacetWP, Akismet (\$1,062/year) • Marker.io Website Feedback Tool Plugin (\$588/year)
User Testing	11/1/21	10/31/22	\$2,000	<ul style="list-style-type: none"> • Userlytics testing platform • Up to 2 tests with 20 participants (general audience)
CONSUMER MARKETING: WEBSITE (MULLENLOWE) SUBTOTAL:			\$252,140	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Email Program	AGENCY: MullenLowe		
ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Email Optimization <ul style="list-style-type: none"> Implement best-performing options and key learnings from 2021 Continue email header and subject line testing in 2022 	11/1/21	10/31/22	N/A	Reporting incorporated into annual Social Strategy (pre-season) and in annual wrap-up report (post-season)
Email Content Develop an annual email themes calendar and monthly newsletters, including California Avocado Merchandise Shop content, campaign content and owned assets that differentiate premium California Avocados from avocados of other origins	11/1/21	10/31/22	\$30,000	<ul style="list-style-type: none"> Annual email themes calendar by 12/1/21 Up to 8 regular emails over 8 months (1 during pre-season, 1 per month starting in March, 1 additional California Avocado Month email) Up to 3 separate California Avocado Merchandise Shop emails throughout the year
CONSUMER MARKETING: EMAIL PROGRAM (MULLENLOWE) SUBTOTAL:			\$30,000	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Social Media and Content Marketing	AGENCY: MullenLowe
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Social Media Strategy and Planning</p> <ul style="list-style-type: none"> • Develop 2022 social strategy: incorporate learnings from 2021, add strategic builds, including new TikTok strategy with competitive learning, new opportunistic cultural moments and new 2022 platform features • Update criteria for 2022 brand social partnerships; update creative best practices and social specs for partners with new TikTok inclusion 	11/1/21	10/31/22	N/A	<ul style="list-style-type: none"> • TikTok strategy preview with best practices and competitive overview by 11/12/21 • Social partnership criteria, best practices and specs by 11/19/21 • 2022 social goals, strategy, opportunistic cultural moments and KPIs by 12/3/21
<p>Social Media Content Production</p> <p>Implement social strategy that differentiates between California Avocados and avocados of other origins</p> <ul style="list-style-type: none"> • Develop integrated social and experiential concepts that support larger campaign initiatives including Preseason, Retailer, Season Opener and California Avocado Month and encourage sharing of key California Avocado messages • Launch and sustain new TikTok platform • Develop and execute social content for new TikTok platform as well as ongoing social content that works across platforms • Develop ongoing contextual cultural content with relevance to Premium Californians' passions and interests <ul style="list-style-type: none"> ○ Identify and engage Premium Californians who interact with California Avocados on social, use incentives (merchandise, social shout-outs on the brand channels, etc.) encouraging fans to share key messages with their own social audiences 	11/1/21	10/31/22	\$111,000	<ul style="list-style-type: none"> • Continued community management, social monitoring, engagement and measuring against our goals and KPIs as identified in social media brief • Social production concepts and recommendations by 1/15/22 • Launch California Avocados TikTok platform by 3/1/22 • Ongoing cultural content recommendations based on CAC priorities and audience affinities • Ongoing content ideation, development and execution based on CAC priorities • Ongoing surprise-and-delight social recommendations and package shipments • Social copy recommendations for retailer-owned social channels (up to 15 recommendations)

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Social Media and Content Marketing (cont.)	AGENCY: MullenLowe
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Social Media Monitoring and Analytics Manage and monitor customer service tool (Sprout Social or similar tool) and analytics tools (Quintly, Crimson Hexagon or similar tool)	11/1/21	10/31/22	\$4,000	<ul style="list-style-type: none"> Ongoing community management and social engagement 1 pre-season report (November - February) 1 in-season report (March - August) 1 annual report by week of 10/29/22 1-2 campaign-level burst report(s)
CONSUMER MARKETING: SOCIAL MEDIA AND CONTENT MARKETING (MULLENLOWE) SUBTOTAL:			\$115,000	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Online and Social Media Support	AGENCY: Rockwell Morrow
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Digital Integration and Review Review and edit digital content including website, social media and emails as requested, ensuring that developed/reviewed materials support California Avocado objectives, strategies and brand positioning	11/1/21	10/31/22	\$14,750	<ul style="list-style-type: none"> • Timely response and delivery to ongoing requests, including email newsletters • Support photo shoots as requested
Recipe Database Improvement <ul style="list-style-type: none"> • Using CAC’s content management system, add or edit category and tag information • Identify and edit recipes on website needing edits or additional images • Test, edit and proof new website recipes for CAC style, including categories and tags 	11/1/21	10/31/22		<ul style="list-style-type: none"> • Populate a minimum of 20 recipe tags with additional qualifying recipes by 12/31/21 • Add a minimum of 50 recipes to targeted recipe categories by 2/28/22 • Edits ongoing through 10/31/22
Website Content Updates <ul style="list-style-type: none"> • Create and add supplemental “How to” content • Grower Stories <ul style="list-style-type: none"> ○ Recommend consistent template or support CAC template work ○ Rewrite and expand select current content ○ Draft new grower stories (pending availability) 	11/1/21	10/31/22		<ul style="list-style-type: none"> • Complete training on website CMS for article posting by 12/31/21 • Prepare and post at least two “How to” articles using existing images by 6/30/22 • Recommend grower story template by 11/30/21 • Identify grower stories needing updates by 11/30/21 • Assist CAC with obtaining additional grower content and rewrite or draft a minimum of 10 stories by 10/31/22 (pending information availability)
CONSUMER MARKETING: ONLINE AND SOCIAL MEDIA SUPPORT (ROCKWELL MORROW) SUBTOTAL:			\$14,750	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Program Administration	AGENCY: MullenLowe
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<ul style="list-style-type: none"> • Concept and execute creative elements in support of the California Avocado consumer marketing campaign, including prominent California Avocado brand identification • Provide leadership across all key brand initiatives, inclusive of event and/or additional marketing campaign projects 	11/1/21	10/31/22	\$1,565,805	Creative campaign elements as needed per the approved consumer media plan <i>Deliverables to be confirmed upon final media plan approval</i>
Coordinate and manage day-to-day operations of account	11/1/21	10/31/22		<ul style="list-style-type: none"> • Organization of meetings, reviews and all timelines • Regular engagement on key business objectives • Integration and collaboration with partner agencies as needed • Budgeting and monthly invoicing
<ul style="list-style-type: none"> • Negotiate, purchase and reconcile media for all consumer advertising components, with media focused on target markets leading up to and during the season • Provide ongoing stewardship of media partnerships, including content development and retail buy maintenance 	11/1/21	10/31/22		Target market and area/event-specific media plan and all corresponding needs
Provide strategic direction and consultation, including social media strategy and planning	11/1/21	10/31/22		<ul style="list-style-type: none"> • Provide ongoing insights and analysis • Ongoing community management support and monitoring social conversation

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Program Administration (cont.)	AGENCY: MullenLowe
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<ul style="list-style-type: none"> Contribute to the 2022-23 CAC Planning process as outlined in the Planning Cycle Perform research on consumer and industry trends that will help inform future programs Provide input on draft objectives, strategies and performance measures with CAC and agency partners, along with program development and integration for 2022-23 	5/1/22	10/31/22	(cont.)	<ul style="list-style-type: none"> Develop consumer and industry trends and/or SWOT analysis presentation as requested by CAC Provide input on draft objectives, strategies and performance measures Develop program ideas presentation For web: review SEO, analytical data, CAC wish list, business goals and overall strategy; define a high-level digital roadmap for 2023 enhancements and optimization
Contribute to CAC grower and handler communications, GreenSheet and From the Grove	11/1/21	10/31/22		Contribute as requested on (up to) 3 GreenSheet outlines and 2 From the Grove outlines
Contribute to presentations and meetings as requested by CAC	11/1/21	10/31/22		Content for Board and Marketing Committee meeting presentations and Dashboard updates, as directed by CAC
Naturally incorporate considerations of diversity, equity and inclusion when developing programs, sourcing vendors and in appropriate communications	11/1/21	10/31/22		Report on diversity, equity and inclusion by 10/31/22
CONSUMER MARKETING: PROGRAM ADMINISTRATION (MULLENLOWE) SUBTOTAL:			\$1,565,805	

2021-22 TOTAL CONSUMER MARKETING BUDGET: \$5,375,000



CONSUMER PUBLIC RELATIONS

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Public Relations	ACTIVITIES: Public Relations; Website Contributors/Social Media Support; Brand Advocates; and Program Administration	AGENCY: Golin
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PRIORITY 1: Position California Avocados to be the world’s most-valued and desired avocados *
*(for consumers, retailers, foodservice operators, wholesalers, growers)

OBJECTIVES:

1. Increase California Avocado perceived value, preference and loyalty with our targets
2. Retain or increase the high awareness of the California Avocado growing region among targeted consumers
3. Aspire to an average price per pound of \$1.35 or greater

STRATEGIES:

Distribution and Targeting

- A. Motivate and support targeted retailers and foodservice operators who are demonstrating a willingness to pay a premium for California Avocados, solidify handler supply commitment and encourage targeted consumers to seek out and purchase in-season California Avocados
- C. Create anticipation and readiness for fresh California Avocado season among targeted trade, diverse influencers and consumers
- D. Augment marketing communications with programs that engage the younger age range of targeted consumers

Communication

- E. Communicate consumer and trade messaging that differentiates California Avocados from Avocados of other origins (e.g., aspects of freshness, locale/terroir, locally/domestically grown, California state fruit, exclusive seasonal availability, grower practices/sustainability, preference, California lifestyle and culture and more)
- F. Communicate superiority and premium quality of Fresh California Avocados
- G. Fuse a tight connection between the California Avocados brand and product across all brand touchpoints (advertising, communications, partnership content, point-of-purchase and other retailer/foodservice operator touchpoints)
- H. Maintain creative cohesion and integrate elements of the California Avocado advertising campaign in appropriate marketing communications
- I. Direct paid brand advocates and media partners to share “why-California Avocado” messages and encourage unpaid advocates to do so

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

- J. Identify and create brand-safe opportunities that enable California Avocados to organically join hyper-relevant cultural moments
- K. Maintain year-round California Avocado awareness messaging
- M. Inform California Avocado stakeholders and constituents about Marketing program activities and results

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Public Relations	ACTIVITIES: Public Relations	AGENCY: Golin
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Season Opener Virtual Cooking Class</p> <ul style="list-style-type: none"> • Host a cooking class focusing on one of the hottest food trends, Build Your Own charcuterie board • Partner with well-known chef or cooking personality • Create an elevated California Avocado experience, incorporating consumer media, foodservice, retail dietitians, Living Well Brand Advocates and trade media attendees • Manage event logistics • Develop and conduct a consumer media relations campaign announcing the “start” of California Avocado season with a chef partner (participating in the event) as a spokesperson: <ul style="list-style-type: none"> ○ Emphasize how California Avocados have exclusive seasonal availability ○ Communicate the fruit’s superiority and premium quality, as well as positioning California Avocados as part of the iconic California lifestyle and fashionable food trends • Build excitement around, interest in and educate attendees about the upcoming California Avocado season 	11/1/21	5/31/22	\$82,500	<ul style="list-style-type: none"> • Approved Creative brief by 12/17/21 • Contract with event partners by 1/31/22 • Virtual event targeting up to 15 top-tier media attendees • Event logistics and additional targets per approved creative brief • Content for California Avocado social media channels by 4/25/22 • 2 charcuterie recipes featuring California Avocado as the hero <ul style="list-style-type: none"> ○ Recipe testing completed by 2/4/22 ○ Recipe photography by 2/15/22 • 1 press release and 1 mat release ready for distribution no later than 2/25/22 • Positive California Avocado coverage with a minimum 85 million consumer media impressions

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Public Relations	ACTIVITIES: Public Relations (cont.)	AGENCY: Golin
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>California Avocado Grove Open House & 10th Anniversary of California Avocado Month</p> <ul style="list-style-type: none"> • Highlight the 10th anniversary of California Avocado Month and create an elevated California Avocado grove experience that incorporates consumer media, foodservice, retail, retail dietitians, Living Well advocates and trade media attendees: <ul style="list-style-type: none"> ○ Host an open house where attendees learn about the premium attributes and competitive advantages of California Avocados and have the opportunity to capture California Avocado grove content for their owned channels ○ Incorporate a separately produced video about the packing house journey and display at event ○ Include a specially curated California Avocado-centric meal for attendees • Educate attendees on the farm-to-fork journey of California Avocados, reinforce the marketing message that “the best avocados have California in them” and position CAC as a “go-to” resource for avocado information • Partner with well-known chef or cooking personality and develop two unique California Avocado recipes with 10 ingredients to celebrate the 10th anniversary of California Avocado Month • Develop new assets, including chef recipes and images that showcase the superiority and premium quality of California Avocados 	11/1/21	6/30/22	\$69,200	<ul style="list-style-type: none"> • Confirm grove location and date by 2/1/22 • Detailed plan and itinerary by 3/15/22 • 10-15 consumer media/influencer attendees • Content for CAC-owned and social channels by 6/24/22 • 2 10-ingredient recipes for California Avocado Month from chef partner by 1/21/22 <ul style="list-style-type: none"> ○ Recipe testing completed by 2/4/22 ○ Recipe photography by 2/15/22 • 1 press release and 1 mat release ready for distribution no later than 5/8/22 • Host event in mid-May (pending grower availability) • Proactive media outreach promoting California Avocado Month regionally and nationally as appropriate • Achieve California Avocado coverage with a minimum 85 million consumer media impressions

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Public Relations	ACTIVITIES: Public Relations (cont.)	AGENCY: Golin
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>California Avocado Safety & Sustainability Practices</p> <ul style="list-style-type: none"> • Review and provide counsel regarding California Avocado safety and sustainability practices as opposed to those from other regions • With information available, determine if consumer and media opportunities are recommended which protect the California Avocados brand and growers • Determine what additional research or planning is needed, if any, before engaging with consumers and media • Partner with Fusion on content and creative of infographic (Fusion to manage creative development) 	11/1/21	10/31/22	\$15,000	<ul style="list-style-type: none"> • Detailed inquiry and list of questions/requests by 12/15/21 • Provide thorough recommendation, counsel and next steps as it pertains to consumer and media opportunities by March 2022 • Proactive media outreach promoting California Avocado's sustainability practices regionally and nationally, as appropriate

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Public Relations	ACTIVITIES: Public Relations (cont.)	AGENCY: Golin
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
News Bureau <ul style="list-style-type: none"> • Develop targeted, customized pitches/story angles that secure media placements about California Avocados that disseminate key messages and prominently include California Avocados brand identification • Secure media coverage around California Avocados in broadcast, print, social media, qualified blogs and online outlets that reach targeted consumers and activate them to seek California Avocados at time of purchase • Conduct media outreach and respond to media requests, using year-round messaging • Conduct photo shoot and nutritional analysis on 4 new recipes 	11/1/21	10/31/22	\$85,000	<ul style="list-style-type: none"> • 4 new recipes with images by 2/15/22 • 4 fully developed recipes in the Online format, with nutritional information and USDA approval of 4 new recipes by 3/1/22 • Delivery of assets and website posting instructions by 3/10/22 • Positive California Avocado coverage with an estimated minimum of 800 million consumer media impressions • Promotional items for program use, as needed
Media Tracking/Reporting <ul style="list-style-type: none"> • Maintain a news clip reporting system • Monitor information and news affecting California Avocados; provide analysis and results of media coverage • Purchase clips as needed 	11/1/21	10/31/22	\$70,000	<ul style="list-style-type: none"> • Media Tracking and Reporting contract renewal by 12/15/21 • Timely monitoring, as needed, on specific issues, as directed by CAC • Up to 5 Dashboard reports and presentations • Up to 10 clips for use in wrap-up reports and presentations to the Board
CONSUMER PUBLIC RELATIONS: PUBLIC RELATIONS PROGRAM (GOLIN) SUBTOTAL:			\$321,700	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Public Relations	ACTIVITIES: Website Contributors/Social Support	AGENCY: Golin
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Website Contributors/Social Support</p> <ul style="list-style-type: none"> • Coordinate digital content that encourages consumers to seek out and purchase in-season California Avocados • Develop video content with 2 influencers for the California Avocado website and social media channels • Create unique recipes with 1 recipe developer for the California Avocado website and social channels • Identify and present opportunistic social media responses throughout the year, with a focus on communications leading up to and during the harvest season that promote the superiority and premium quality of California Avocados • Conduct social media monitoring, identifying rising trends or topics that inform editorial calendar creations 	11/1/21	10/31/22	\$175,500	<ul style="list-style-type: none"> • Editorial timeline for California Avocado website video content by 1/10/22 • Delivery of 8 recipes (1-2 per month) by 1 recipe developer beginning 3/28/22 through 7/29/22 • Up to 4 pieces of video content, 2 from each video contributor by 8/31/22 • All recipe developer and video contributors' content to focus on needs identified from the content gap and trends analysis throughout the 2021-22 season • Up to 3 opportunistic social media responses as needed throughout the 2021-22 season • For each video and recipe, delivery of all website assets to CAC along with website posting instructions upon delivery of each video • Ongoing monitoring information to CAC

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Public Relations	ACTIVITIES: Brand Advocates	AGENCY: Golin
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Brand Advocates Activity</p> <ul style="list-style-type: none"> • Partner with at least 3 diverse Brand Advocates who have a blog and mixed social media presence across the food, wellness and lifestyle verticals on Instagram and Pinterest • Utilize 2 Brand Advocates who have a presence on TikTok (a platform that reaches the younger age range of targeted consumers) • Create content that promotes exclusive seasonal availability of California Avocados for the season opener in March • Create content around California Avocado Month that communicates the superiority and premium quality of California Avocados • Ensure California Avocados inclusion and brand identification throughout the program 	11/1/21	8/31/22	\$164,300	<ul style="list-style-type: none"> • Brand Advocate target recommendations to CAC by 12/6/21 • Editorial timelines delivered to CAC for approval by 1/10/22 • Partnership agreements with Brand Advocates including at least 3 micro advocates (10,000-50,000 followers) and at least 2 mid-tier advocates (50,000-100,000 followers), by 2/15/22 • 12 blog posts, each with a new California Avocado recipe, inclusion of seasonal key messaging and social posts from 3 Brand Advocates throughout the season (March-June) • Secure assets and format 12 Brand Advocate California Avocado recipes in CAC online format ahead of posting to California Avocado website throughout the season (March-June) by 8/31/21 • 8 pieces of video content from 2 TikTok Brand Advocates per approved timeline throughout the season (March-June) • Monthly Brand Advocate Activity Reports • Ongoing Brand Advocate outreach and timely response to requests and inquiries as directed by CAC
CONSUMER PUBLIC RELATIONS: WEBSITE CONTRIBUTORS/SOCIAL SUPPORT AND BRAND ADVOCATES (GOLIN) SUBTOTAL:			\$339,800	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Public Relations	ACTIVITIES: Program Administration and Strategy/Planning	AGENCY: Golin
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Program Administration & Strategy/Planning <ul style="list-style-type: none"> Provide administrative support surrounding Brand Advocates and Public Relations programs Contribute to Board meeting presentations Participate in strategic planning Attend meetings, as directed by CAC Develop/present Brand Advocates and Public Relations updates at Board meetings 	11/1/21	10/31/22	\$123,500	<ul style="list-style-type: none"> Ongoing administrative activities 5 GreenSheet outlines and 2 From the Grove outlines/articles Content for Board meeting presentations and Dashboards, as directed by CAC Strategic planning participation, as directed by CAC Board and committee meeting attendance and presentations, as directed by CAC
CONSUMER PUBLIC RELATIONS:				
PROGRAM ADMINISTRATION AND STRATEGY/PLANNING (GOLIN) SUBTOTAL:			\$123,500	

2021-22 TOTAL PUBLIC RELATIONS BUDGET: \$785,000



CONSUMER/TRADE LIVING WELL

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer/Trade Living Well	ACTIVITIES: Living Well Brand Advocates; Industry Membership; and Program Administration, Strategic Planning, Tracking and Reporting	AGENCY: PJ/PR
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PRIORITY 1: Position California Avocados to be the world's most-valued and desired avocados *
*(for consumers, retailers, foodservice operators, wholesalers, growers)

OBJECTIVES:

1. Increase California Avocado perceived value, preference and loyalty with our targets
2. Retain or increase the high awareness of the California avocado growing region among targeted consumers
3. Aspire to an average price per pound of \$1.35 or greater

STRATEGIES:

Distribution and Targeting

- A. Motivate and support targeted retailers and foodservice operators who are demonstrating a willingness to pay a premium for California Avocados, solidify handler supply commitment and encourage targeted consumers to seek out and purchase in-season California Avocados
- C. Create anticipation and readiness for fresh California Avocado season among targeted trade, diverse influencers and consumers
- D. Augment marketing communications with programs that engage the younger age range of targeted consumers

Communication

- E. Communicate consumer and trade messaging that differentiates California Avocados from avocados of other origins (e.g., aspects of freshness, locale/terroir, locally/domestically grown, California state fruit, exclusive seasonal availability, grower practices/sustainability, preference, California lifestyle and culture and more)
- F. Communicate superiority and premium quality of Fresh California Avocados
- G. Fuse a tight connection between the California Avocados brand and product across all brand touchpoints (advertising, communications, partnership content, point-of-purchase and other retailer/foodservice operator touchpoints)
- I. Direct paid brand advocates and media partners to share "why-California Avocado" messages and encourage unpaid advocates to do so
- J. Identify and create brand-safe opportunities that enable California Avocados to organically join hyper-relevant cultural moments
- M. Inform California Avocado stakeholders and constituents about Marketing program activities and results

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer/Trade Living Well	ACTIVITIES: Living Well Brand Advocates	AGENCY: PJ/PR
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Living Well Brand Advocates Engage with 4 registered dietitians, develop and coordinate lifestyle and wellness content leveraging third-party communications that differentiate premium California Avocados from avocados of other origins</p> <ul style="list-style-type: none"> • Determine themes and activations with individual LWBAs and build editorial calendar • Ensure LWBAs and content champions diversity, equity and inclusion, including the younger age range of CAC targeted consumers • Outline LWBA scopes of work for delivery to CAC • Coordinate contents and delivery of welcome kits • Update CAC LWBA recipe development guidelines • Procure concepts for 4 new recipes that align with lifestyle trends and activities and focus on California Avocados • Update LWBA California Avocado product immersion and corporate overview deck including strategic consumer messaging • Oversee activations of 4 LWBAs • Coordinate production of new assets for California Avocado website and third-party channels • Facilitate cross-promotion on CAC social platforms and encourage sharing on third-party platforms • Present LWBA opportunities to CAC for consideration, including those that allow CAC to organically join hyper-relevant cultural moments 	11/1/21	8/31/22	\$113,700	<ul style="list-style-type: none"> • 4 scopes of work for LWBA letters of agreement by 11/11/21 • Recipe development guidelines by 11/19/21 • LWBA California Avocado product immersion/corporate overview deck by 11/19/21 • Editorial calendar by 12/6/21 • 4 LWBA welcome kits by April 2022 • 4 recipes with photos/nutrition by 3/1/22 • 13 core activations to include: <ul style="list-style-type: none"> ○ 1 local market television segment ○ 2 California Avocado website articles ○ 2 Instagram TV/Instagram Reels ○ 5 IG Feed posts ○ 3 30-second videos • 22 supplemental activations to include: <ul style="list-style-type: none"> ○ 11 Facebook posts ○ 1 IGTV/IG Reel ○ 8 IG Stories ○ 1 IG Feed post ○ 1 Tweet • Positive California Avocado coverage with at least 2 million consumer traditional and digital media impressions • Post-activation reporting within one month of completion
CONSUMER/TRADE LIVING WELL: LIVING WELL BRAND ADVOCATES (PJ/PR) SUBTOTAL:			\$113,700	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer/Trade Living Well	ACTIVITIES: Industry Membership	AGENCY: PJ/PR
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Industry Membership Produce for Better Health Membership <ul style="list-style-type: none"> • Utilize membership benefits that support key consumer and trade messaging • Secure California Avocados inclusion on PBH website and social media channels • Secure approval of Have A Plant® designation for California Avocados recipes • Include Have A Plant® logo on applicable California Avocado recipes/materials • Update Have A Plant® content on CAC's website 	1/1/22	10/31/22*	\$21,300	<ul style="list-style-type: none"> • 1 delegate Board membership, Executive Committee opportunity and seat on PBH Marketing Committee • Recognition in PBH annual report • Full member profile on PBH website with links back to CaliforniaAvocado.com • Preferred access to sponsorship opportunities and access to research • 20 California Avocado recipes with Have A Plant® designation and logo • Placement of California Avocado information on the PBH website Digital, Social Media & Advertising Benefits delivery 5/22 to 8/22 • California Avocado expert advice or featured content on PBH website • 1 California Avocado content in PBH newsletter • 1 website content • 2 social media posts • 2 display ads in PBH newsletter • 1 banner ad on Have A Plant® website <p style="margin-top: 10px;">*Delivery 1/1/22 through 12/31/22</p>
CONSUMER/TRADE LIVING WELL: INDUSTRY MEMBERSHIPS AND SPONSORSHIPS (PJ/PR) SUBTOTAL:			\$21,300	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer/Trade Living Well	ACTIVITIES: Program Administration, Strategic Planning, Tracking and Reporting	AGENCY: PJ/PR
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Program Administration, Strategic Planning, Tracking and Reporting <ul style="list-style-type: none"> Provide planning, support, consultation and administration of the program Naturally incorporate considerations of diversity, equity and inclusion when developing programs, sourcing vendors and in appropriate communications 	11/1/21	10/31/22	\$10,000	<ul style="list-style-type: none"> Ongoing administrative activities, including providing copy and images for industry/trade relations 3 GreenSheet or From the Grove outlines Content for Board meeting reports and Dashboard updates, as directed by CAC Board and committee meeting attendance and presentations, as directed by CAC Program recap of results Strategic planning participation, as directed by CAC Meeting attendance, as directed by CAC Report on diversity, equity and inclusion by 10/31/22 Detailed plan and budget
CONSUMER/TRADE LIVING WELL: PROGRAM ADMINISTRATION (PJ/PR) SUBTOTAL:			\$10,000	

2021-22 TOTAL CONSUMER/TRADE LIVING WELL BUDGET: \$145,000



TRADE MARKETING: MERCHANDISING

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Trade Communications and Relations – Advertising and Support; Trade Relations; Trade Press Events; Trade Association Dues and Sponsorships; International Produce Event formerly known as PMA Fresh Summit; Retail Communications; Key Account Coverage; Retail Promotions; Retail, Consumer and Merchandising Support; Data, Research and Analysis; Grower Communications; and Marketing Administration
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PRIORITY 1: Position California Avocados to be the world’s most-valued and desired avocados *

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

OBJECTIVES:

1. Increase California Avocado perceived value, preference and loyalty with our targets
2. Retain or increase the high awareness of the California avocado growing region among targeted consumers
3. Aspire to an average price per pound of \$1.35 or greater

STRATEGIES:

Distribution and Targeting

- A. Motivate and support targeted retailers and foodservice operators who are demonstrating a willingness to pay a premium for California Avocados, solidify handler supply commitment and encourage targeted consumers to seek out and purchase in-season California Avocados
- B. Build high-value distribution and marketing opportunities for California Avocados, including export
- C. Create anticipation and readiness for fresh California Avocado season among targeted trade, diverse influencers and consumers
- D. Augment marketing communications with programs that engage the younger age range of targeted consumers

Communication

- E. Communicate consumer and trade messaging that differentiates California Avocados from avocados of other origins (e.g., aspects of freshness, locale/terroir, locally/domestically grown, California state fruit, exclusive seasonal availability, grower practices/sustainability, preference, California lifestyle and culture and more)
- F. Communicate superiority and premium quality of Fresh California Avocados
- G. Fuse a tight connection between the California Avocados brand and product across all brand touchpoints (advertising, communications, partnership content, point-of-purchase and other retailer/foodservice operator touchpoints)
- H. Maintain creative cohesion and integrate elements of the California Avocado advertising campaign in appropriate marketing communications

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

- I. Direct paid brand advocates and media partners to share “why-California Avocado” messages and encourage unpaid advocates to do so
- K. Maintain year-round California Avocado awareness messaging
- L. To the trade, communicate the business benefits of carrying and promoting California Avocados in season
- M. Inform California Avocado stakeholders and constituents about Marketing program activities and results

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Trade Communications and Relations – Advertising and Support	AGENCY: Fusion
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Trade Advertising Media Purchases Develop and manage California Avocado retail trade advertising media plan:</p> <ul style="list-style-type: none"> • Focus on digital ads, QR codes • Develop a media calendar that concentrates on early to mid-season • Run attention-getting season launch print ad • Target retail management and produce buyers through trade media outlets 	11/1/21	10/31/22	\$265,000	<ul style="list-style-type: none"> • Campaign media plan/calendar by 1/24/22 • 1 pre-season teaser ad to run by 4/4/22 or earlier depending on the season • Management of media publication relationships, media plan, insertion orders, ad placement in key positions with approved publications • All billings and payments handled and processed in a timely manner and in accordance with CAC policy
<p>Retail Trade Advertising Production</p> <ul style="list-style-type: none"> • Develop retail trade advertising campaign, highlighting: <ul style="list-style-type: none"> ○ California Avocado product and brand identification and key messaging ○ Create a unique season opener print ad generating trade interest and public relations opportunities ○ Create digital ads / utilize QR codes that direct to California Avocado information • Repurpose 2021 “the best avocados have California in them” ads • Utilize QR codes for added information 	11/1/21	10/31/22	\$25,000	<ul style="list-style-type: none"> • Creative brief by 11/22/21 • Digital ads and content for multiple online publications – per approved media plan • 2-page spread pre-season print ad in The Snack magazine, feature infographic and QR code • 1 full-page print ad <ul style="list-style-type: none"> ○ Resized ad for print publications • 1 digital leaderboard ad <ul style="list-style-type: none"> ○ Resized for digital applications with QR codes

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Trade Communications and Relations – Advertising and Support (cont.)	AGENCY: Fusion
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>LinkedIn: Content Development, Management and Maintenance Develop, curate, manage and monitor LinkedIn content, sponsored ads and updates to CAC page throughout the year</p> <ul style="list-style-type: none"> Target key trade channels and personnel: retail, retail dietitians and foodservice Construct, monitor and increase sponsored content aimed at targeted members Highlight the business-building opportunities, superiority and premium quality of California Avocados Identify and leverage relevant planned and unplanned communication opportunities Track and measure KPIs, including impressions 	11/1/21	10/31/22	\$75,000	<ul style="list-style-type: none"> Project brief by 12/10/21 Content calendar and recommendations delivered quarterly with first calendar delivered by 1/24/22 4-6 original target-specific content segments with graphics 15 or more in-season sponsored posts Develop custom graphics and motion graphics for various posts Minimum 250,000 impressions Minimum 3.0% engagement rate (an increase of 0.5% over fiscal 2020-21) Ongoing tracking, reporting and end-of-year performance audit
MERCHANDISING:			\$365,000	
TRADE COMMUNICATIONS AND RELATIONS – ADVERTISING AND SUPPORT (FUSION) SUBTOTAL:				

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Trade Relations	AGENCY: Rockwell Morrow
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Trade Communications <ul style="list-style-type: none"> • Write and distribute trade press releases • Respond to media requests • Assist with value-added trade content including scripts and copy for non-traditional trade media opportunities • Include trade communication stimulating anticipation for the season as well as messaging that infers superiority and differentiates California Avocados from avocados of other origins 	11/1/21	10/31/22	\$27,500	<ul style="list-style-type: none"> • 8 press releases and support for interviews resulting in inclusion in a minimum of 170 positive articles in key trade publications with at least 25 of those in print • Timely response to media requests • Dashboard update contributions and Board and committee presentations as requested • Trade announcements and value-added trade content support as requested
Trade Events <ul style="list-style-type: none"> • Organize trade media influencer participation in events, as possible • Support CAC PMA Fresh Summit activities, communicating California Avocado differentiation and premium quality 	11/1/21	10/31/22		<ul style="list-style-type: none"> • Trade media travel arrangements on time and within approved budget • PMA Fresh Summit strategy review, messaging, evaluation, team conferences and booth work as requested
MERCHANDISING: TRADE RELATIONS (ROCKWELL MORROW) SUBTOTAL:			\$27,500	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Trade Relations – Trade Press Events; Trade Association Dues and Sponsorships; and International Produce Event formerly known as PMA Fresh Summit (cont.)	AGENCY: Merchandising Program Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Trade Press Events <ul style="list-style-type: none"> • Secure trade media participation in virtual cooking class or other event/activity • Host trade media influencers for the grove open house event as possible 	1/15/22	6/30/22	\$10,000	<ul style="list-style-type: none"> • Trade media participation confirmations and logistics arranged per approved project brief • Trade media confirmations per approved project brief and travel arrangements made within budget
Trade Associations Continue membership in national and regional trade associations that provide access to targeted retailers (virtually or in-person) and provide opportunities for trade communications regarding the benefits of carrying and promoting California Avocados in season	11/1/21	10/31/22	\$10,695	Payment of dues to Fresh Produce & Floral Council and new global marketing association made up of the Produce Marketing Association and United Fresh Produce Association (new company name to be announced)
Trade Events <ul style="list-style-type: none"> • Sponsor events with high-retail participation from CAC's targeted accounts • Focus on key national and regional trade events leading up to and during the season, communicating messaging that differentiates California Avocados from avocados of other origins • Promote exclusive seasonal availability and stimulate readiness for California Avocado season • Network with targeted retailers and convey the business benefits of carrying and promoting California Avocados in season 	11/1/21	10/31/22	\$12,205	<ul style="list-style-type: none"> • Targeted events sponsorship and attendance at FPFC NorCal and SoCal Luncheons, Dinner Dance and Expo, along with others if permissible • Presentations and graphics that communicate crop information and appropriate key California Avocado messaging for the event/timing

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Trade Relations – Trade Press Events; Trade Association Dues and Sponsorships; and International Produce Event formerly known as PMA Fresh Summit (cont.)	AGENCY: Merchandising Program Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>New Global Produce and Floral Trade Association (name TBA 1/22 for the organization merging the Produce Marketing Association and United Fresh Produce) International Produce Event (event name TBA)</p> <ul style="list-style-type: none"> Exhibit and participate at the international produce event in 2022 (in-person or virtual depending on COVID-19), communicate California Avocado key messages to target audiences and connect with key retailers, stakeholders and media Event Attendee Bag sponsorship Rental booth for International Produce Event 	3/1/22	10/31/22	\$189,600	<ul style="list-style-type: none"> International Produce Event participation October 27-29, 2022 in Orlando Florida Sponsorship bag with CAC logo distributed to approximately 2,000 attendees at convention Rent CAC 20’x30’ booth for booth preview by 10/10/22 and delivery by 10/24//22
MERCHANDISING:				
TRADE RELATIONS: TRADE PRESS EVENTS, DUES, SPONSORSHIPS AND INTERNATIONAL PRODUCE EVENT (MERCHANDISING PROGRAM SUPPORT) SUBTOTAL:			\$222,500	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Trade Relations – Retail Communications	AGENCY: PJ/PR
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>California Avocado Retail Resources Create a new and updated customizable California Avocado-branded presentation highlighting the benefits and resources available to retailers committed to displaying and promoting California Avocados throughout the season including:</p> <ul style="list-style-type: none"> • themes • giveaways • complimentary social media (provided by CAC Social Media) 	11/1/21	1/14/22	\$6,200	Outline, copy and images for up to 3 pages of a co-designed customizable template presentation
<p>Key Account Marketing Communications In collaboration with retail marketing/social media, CAC Retail Marketing Directors and staff, plan, develop and implement customized programs with retailers that commit to displaying and promoting California Avocados</p> <ul style="list-style-type: none"> • Schedule and lead meetings with retail marketing/social media teams and CAC; deliver California Avocado Retail Resources presentation • Develop custom social and traditional marketing programs with advertising campaign elements and/or brand identification that support RMDs' promotions • Support targeted retailer initiatives with California Avocado branded assets • Submit supplemental elements to RMDs for inclusion in their promotion agreements • Execute programs against agreements 	11/1/21	9/16/22	\$97,000	<ul style="list-style-type: none"> • Marketing/social media promotion plans with 8-10 key accounts by 6/30/22 • Up to 20 activations by 8/31/22 • Results report upon completion of individual activations

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Trade Relations – Retail Communications (cont.)	AGENCY: PJ/PR
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Retail Dietitians & Cooking School Relations Plan and secure custom California Avocado-branded programs that encourage the sharing of “why-California Avocado” messages with educational and actionable ideas that help drive in-store purchase of California Avocados</p> <ul style="list-style-type: none"> • Conduct outreach, pitch and engage up to 4 retailers with established retail dietitian and cooking school programs • Coordinate customized programs • Oversee execution with retail dietitian or cooking school director • Provide California Avocado programs that support retailer initiatives • Submit program details to RMDs for inclusion in their promotion agreements • Deliver individual results/metrics 	11/1/21	9/16/22	\$17,000	<ul style="list-style-type: none"> • 2-3 individual retailer activations • 1-3 Promotion Agreements outside of RMD Promotion Agreements • 85 individual in-season retailer activations • Up to 6 post-promotion results reports • Positive California Avocado coverage with a minimum of 500,000 traditional and digital impressions
<p>Retailer Interactive Event(s)</p> <ul style="list-style-type: none"> • Co-host interactive California Avocados multi-agency event (Virtual Cooking Class, Grove Open House or other interactive event) for a targeted retail audience (up to 6 key accounts) where attendees learn about the premium attributes and competitive advantages of California Avocados • Identify and interact with up to 6 key accounts with vibrant social media presence and customer engagement who could help share “why-California Avocado” messages 	11/1/21	7/30/22	\$20,300	<ul style="list-style-type: none"> • Confirm collaborative immersive event(s) with other CAC agency(ies) by 2/18/22 • Positive California Avocado coverage on social media platforms of up to 6 key accounts • Post-event results report(s)
MERCHANDISING:				
TRADE RELATIONS: RETAIL COMMUNICATIONS (PJ/PR) SUBTOTAL:			\$140,500	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Trade Relations – Retail Communications – Program Administration, Strategic Planning, Tracking and Reporting	AGENCY: PJ/PR
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Program Administration, Strategic Planning, Tracking and Reporting Provide planning, support, consultation and administration of the program	11/1/21	10/31/22	\$22,000	<ul style="list-style-type: none"> Content for Board, Marketing Committee, annual meeting presentations, and Dashboard updates as directed by CAC Content for CAC trade media, as requested Outlines and images for 3 GreenSheet articles Outline and images for 1 From The Grove article
MERCHANDISING: TRADE RELATIONS – RETAIL COMMUNICATIONS: PROGRAM ADMINISTRATION, STRATEGIC PLANNING, TRACKING AND REPORTING (PJ/PR) SUBTOTAL:			\$22,000	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Trade Relations: Key Account Coverage – Retail Marketing Directors	AGENCY: Merchandising Program Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Contracted Key Account support in the West <ul style="list-style-type: none"> Conduct meetings with CAC's tiered-account retailers who are willing to pay a premium for California Avocados in California, Arizona, Oregon, Washington, Colorado and Utah communicating the business benefits of carrying and promoting California Avocados in season Set up promotions with targeted retailers 	11/1/21	10/31/22	\$136,000	<ul style="list-style-type: none"> Customer meetings and calls that create anticipation and readiness for fresh California Avocado season and communicate their superiority and premium quality Customized marketing opportunities and promotions with retailers who are demonstrating a willingness to pay a premium for California Avocados Promotions that incentivize targeted accounts to feature California Avocados and encourage targeted consumers (including the younger age range) to seek out and purchase them in season Prominent California Avocado branding in retail advertising, communications, online promotions, merchandising/point-of-purchase and other retailer touchpoints using elements from the California Avocado advertising campaign
Contracted Key Account support for Corporate and the Midwest Territory <ul style="list-style-type: none"> Conduct meetings with CAC's tiered-account retailers who are willing to pay a premium for California Avocados in the Midwest, communicating the business benefits of carrying and promoting California Avocados in season Set up promotions with targeted retailers 	11/1/21	10/31/22	\$88,000	<ul style="list-style-type: none"> Retail call reports summarizing meetings with targeted retailers within 5 days of the meeting Meetings with handlers confirming promotions and timing with key accounts prior to sending promotion agreements Promotion Agreements securing handler and retailer commitments for CAC promotions featuring customized California Avocado marketing support at least 3 weeks before promotion Program activities and results for Board and Marketing Committee meeting presentations and Dashboard updates, as directed by CAC Contributions to GreenSheet and From the Grove
MERCHANDISING: KEY ACCOUNT COVERAGE (MERCHANDISING PROGRAM SUPPORT) SUBTOTAL:			\$224,000	

2021-22 MERCHANDISING TRADE RELATIONS SUBTOTAL: \$1,001,500
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2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Retail Program Support	AGENCY: Rockwell Morrow
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Marketing Material Development and Review <ul style="list-style-type: none"> • Write and edit marketing material ensuring that developed materials support California Avocado objectives, strategies and brand positioning • Review retail and consumer program communications • Support photo shoots, video shoots and events as requested • Assist with merchandising assets and retail programs as requested • Ensure that elements of California Avocado advertising and/or brand identification are included in retail communications 	11/1/21	10/31/22	\$39,500	<ul style="list-style-type: none"> • Retail Marketing Program content contribution within 2 weeks from request and data availability • Timely response and delivery for ongoing requests
Recipe Development and Support <ul style="list-style-type: none"> • Develop, review, edit and evaluate recipe concepts and copy • Support recipe testing as requested • Ensure that developed recipes support California Avocado strategic direction 	11/1/21	10/31/22	\$3,000	<ul style="list-style-type: none"> • Timely recipe review, editing, testing and/or judging of California Avocado recipes as requested • Recipe research and recommendations for retail programs, as requested
MERCHANDISING: RETAIL PROGRAM SUPPORT (ROCKWELL MORROW) SUBTOTAL:			\$42,500	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Retail Promotions	AGENCY: Merchandising Program Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Recipe Development <ul style="list-style-type: none"> • Source, modify or develop recipes and recipe photos that support retail initiatives • Process nutrition analysis and update old recipes as needed for retail programs 	11/1/21	10/31/22	\$13,500	<ul style="list-style-type: none"> • Timely response and delivery of CAC recipes to retailers • Recipe development, editing, nutrition analysis and assets delivery by 10/31/22 • Photography of 4-5 selected and/or new recipes by 10/31/22 as needed
Retail Performance Programs <ul style="list-style-type: none"> • Conduct account-specific, California-branded performance programs with targeted/tiered-account retailers who demonstrate a willingness to pay a premium for California Avocados, including programs in support of Fresh California Avocados' exclusive seasonal availability • Coordinate timing with handlers and retailers, insuring fruit availability for promotions • Develop programs that encourage retailers' consumers to seek out and purchase California Avocados in season • Use elements of the California Avocado advertising campaign when possible 	11/1/21	10/31/22	\$586,835	<ul style="list-style-type: none"> • Minimum 50 promotions featuring California Avocados with targeted retailers with prominent California branding • Promotion Agreements fully executed by handlers, retailers and CAC • Production of retail and merchandising materials including the 2021-22 California Avocado Marketing Program for presentation to key retailers by 2/11/22

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Retail Promotions (cont.)	AGENCY: Merchandising Program Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Export Program <ul style="list-style-type: none"> • Working with in-market representation company, identify retailer(s), foodservice operator(s) and distributor(s) in export market(s) meeting CAC's Tiered-Account profile • Working with handlers, create high-value marketing programs for the export of California Avocados 	11/1/21	10/31/22	\$70,000	<ul style="list-style-type: none"> • Export promotions and marketing opportunities featuring California Avocados with prominent California branding at targeted retailers and distributors to begin by 4/1/22 • Point-of-sale support for targeted retail accounts in specified export markets for promotions • California Avocados funded for use in activities to support export programs • Promotion Agreements fully executed by retailers, distributors, handlers and CAC where applicable
Support Materials and Fulfillment <ul style="list-style-type: none"> • Develop POS with prominent California Avocado brand identification (as needed) • Manage production and use of premiums with prominent California Avocado brand identification (including those from the California Avocado Merchandise Shop) for promotions and events • Manage storage and fulfillment of California Avocado marketing materials 	11/1/21	10/31/22	\$80,000	<ul style="list-style-type: none"> • Materials that clearly brand California Avocados for avocado displays at point-of-purchase and integrate elements of the California Avocado advertising campaign • Items produced with California Avocado brand identification and/or ad campaign graphics for use at targeted produce industry events and for retail promotions • Fulfillment of retailer, handler, grower and consumer requests for California Avocado marketing materials
MERCHANDISING: RETAIL PROMOTIONS (MERCHANDISING PROGRAM SUPPORT) SUBTOTAL:			\$750,335	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Retail, Consumer and Merchandising Support	AGENCY: Fusion
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
California Avocado Marketing Program <ul style="list-style-type: none"> • Utilize 2021 graphic design template for a customized presentation to retailers • Highlight the benefits and resources available to retailers committing to displaying and promoting California Avocados throughout the season 	11/1/21	2/25/22	\$15,000	<ul style="list-style-type: none"> • Materials including: <ul style="list-style-type: none"> ○ Business benefits of carrying and promoting California Avocados ○ California Avocado marketing programs; research findings, sales information, CAC Social and Retail Dietitian program information and POS Order Form • Delivery by 2/25/22
California Avocado Safety & Sustainability Practices Develop a highly visual, easy to understand infographic highlighting California Avocado safety and sustainability practices	11/1/21	3/18/22	\$6,000	<ul style="list-style-type: none"> • Participate in infographic planning by 1/14/22 • Design scope by 2/11/22 • Final design (electronic files) by 3/18/22
MERCHANDISING: RETAIL AND MERCHANDISING SUPPORT (FUSION) SUBTOTAL:			\$21,000	

2021-22 MERCHANDISING RETAIL PROMOTIONS SUBTOTAL: \$813,835
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2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Retail Data Monitoring and Reporting	AGENCY: Information Resources, Inc.
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Retail Point-of-Sale Data Supply retail-specific sales data in accordance with agreement	11/1/21	10/31/22	\$70,000	<ul style="list-style-type: none"> 13 deliveries of data by 10/31/22 Includes regions, markets, and select retail chains
MERCHANDISING: RETAIL DATA MONITORING AND REPORTING (INFORMATION RESOURCES, INC.) SUBTOTAL:			\$70,000	

PROGRAM: Merchandising	ACTIVITIES: Data, Research and Analysis	AGENCY: Avocado Marketing Services, Inc.
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Avocado Marketing Research Information Center Provide AMRIC data as well as market and industry updates and projections	11/1/21	10/31/22	\$2,700	Delivery of weekly reports: <ul style="list-style-type: none"> Market Trends Reports AMRIC Data Report Market's Analysis Report
MERCHANDISING: DATA, RESEARCH AND ANALYSIS (AVOCADO MARKETING SERVICES, INC.) SUBTOTAL:			\$2,700	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Retail Data Monitoring and Reporting	AGENCY: Fusion
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Avocado Business Review Reports <ul style="list-style-type: none"> • Support targeted retail accounts with customized, business-building category reviews (tailored to RMDs' direction and recommendation) • Prepare division-level data, fair-gap analysis and recommendations 	11/1/21	10/31/22	\$16,300	<ul style="list-style-type: none"> • Up to 5 Avocado Business Reviews detailing each retailer's category performance, merchandising tactics (e.g., mix, pricing, promotion, advertising) • Consultation, additional analysis and information for RMDs, as requested
Data Analysis and Ad Hoc Reporting <ul style="list-style-type: none"> • Provide fact-based retail and shopper insights, reports and information • Aid in communicating the business benefits and opportunities of carrying and promoting California Avocados at retail 	11/1/21	10/31/22	\$42,700	<ul style="list-style-type: none"> • Data, research, reports, consultation/support as requested and/or sell sheets for PMA Fresh Summit • Up to 3 GreenSheet and/or From the Grove outlines as requested
Retail Monitoring Reports <ul style="list-style-type: none"> • Support staff/RMD/retailers and CAC trade communications with retail-specific reports; retailer sales performance and changes, retail promotion activities (lift, on-feature promo, price reductions promo, volume and sales) • Add new graphic banners to select reports 	11/1/21	10/31/22	\$58,000	<ul style="list-style-type: none"> • 6 AvoScore cards incorporating all tracked retailers • 13 Retailer reports • 6 Retail Promotion reports • Monitor and validate data deliveries • Content for Board and Marketing Committee meetings, including Dashboard updates and PowerPoint presentations
MERCHANDISING:				
RETAIL DATA MONITORING AND REPORTING (FUSION) SUBTOTAL:			\$117,000	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Retail Research and Analysis	AGENCY: Fusion
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Tiered-Account Planning, Consultation, Reporting and Support Deliver program metrics, consultation and support</p> <ul style="list-style-type: none"> • Work with CAC staff/RMDs and incorporate learnings from 2022-21 marketing program • Collect program data (spend, shipments, sales and promotional activities, etc.) • Analyze and report on tiered-account year-end results • Produce information and data that can serve as content for sales materials, trade public relations and communications 	11/1/21	10/31/22	\$55,000	<ul style="list-style-type: none"> • 2022 California Season program results presentation (Date is TBD based on season-end and data availability) <ul style="list-style-type: none"> ○ Includes brand shares, FOB and retailer pricing, compound growth rates, retailer category performance, alignment of product, sales and marketing tactics and opportunities • Ongoing consultation and support
MERCHANDISING: RETAIL RESEARCH AND ANALYSIS (FUSION) SUBTOTAL:			\$55,000	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Planning and Program Administration	AGENCY: Fusion
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Consultation, Annual Planning, and Program Administration <ul style="list-style-type: none"> • Provide planning, support, consultation, and administration of programs • Naturally incorporate considerations of diversity, equity and inclusion when developing programs, sourcing vendors and in appropriate communications 	11/1/21	10/31/22	\$49,000	<ul style="list-style-type: none"> • Annual planning, management and administration of programs, projects, budgets, inter-agency activities, meetings, and archiving of materials, reports and data • Information Resources, Inc. data specifications, monitoring, agreements, communications and management
MERCHANDISING: PLANNING AND PROGRAM ADMINISTRATION (FUSION) SUBTOTAL:			\$49,000	

2021-22 DATA, RESEARCH AND ANALYSIS SUBTOTAL: \$293,700

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Marketing Administration – Grower Communications	AGENCY: GingerRoot
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Communicate the California Avocado Marketing programs that are relevant to the California Avocado audience to the grower community	11/1/21	10/31/22	\$11,000	<ul style="list-style-type: none"> • Marketing copy for 24 GreenSheet editions • Copy and editing of marketing articles for 4 From the Grove editions as requested
MERCHANDISING: MARKETING ADMINISTRATION – GROWER COMMUNICATIONS (GINGERROOT) SUBTOTAL:			\$11,000	

PROGRAM: Merchandising	ACTIVITIES: Marketing Administration	AGENCY: Marketing Program Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Communicate California Avocado key messages that differentiate California Avocados from avocados of other origins, their superiority and premium quality and the business benefits of carrying and promoting in season through staff support and attendance at key national and regional and trade events	11/1/21	10/31/22	\$35,000	Travel to and/or participation in various trade and industry events
<ul style="list-style-type: none"> • Support merchandising programs • Naturally incorporate considerations of diversity, equity and inclusion when developing programs, sourcing vendors and in appropriate communications 	11/1/21	10/31/22	\$39,000	<ul style="list-style-type: none"> • Shipping supplies, shipping costs, office equipment, meeting expenses, etc. • Report on diversity, equity and inclusion by 10/31/22
MERCHANDISING: MARKETING ADMINISTRATION (MARKETING PROGRAM SUPPORT) SUBTOTAL:			\$74,000	

2021-22 MARKETING ADMINISTRATION SUBTOTAL: \$85,000
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2021-22 TOTAL MERCHANDISING BUDGET: \$2,194,035
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TRADE MARKETING: FOODSERVICE

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Foodservice	ACTIVITIES: Media and Ad Production; Public Relations; Events, Events – Culinary Support; Chain Promotions and Menu Ideation; Menu Ideation – Culinary Support; Culinary Education; and Program Administration	AGENCY: Kurata Communications
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PRIORITY 1: Position California Avocados to be the world’s most-valued and desired avocados *
 *(for consumers, retailers, foodservice operators, wholesalers, growers)

OBJECTIVES:

1. Increase California Avocado perceived value, preference and loyalty with our targets
2. Retain or increase the high awareness of the California avocado growing region among targeted consumers
3. Aspire to an average price per pound of \$1.35 or greater

STRATEGIES:

Distribution and Targeting

- A. Motivate and support targeted retailers and foodservice operators who are demonstrating a willingness to pay a premium for California Avocados, solidify handler supply commitment and encourage targeted consumers to seek out and purchase in-season California Avocados
- B. Build high-value distribution and marketing opportunities for California Avocados, including export
- C. Create anticipation and readiness for fresh California Avocado season among targeted trade, diverse influencers and consumers
- D. Augment marketing communications with programs that engage the younger age range of targeted consumers

Communication

- E. Communicate consumer and trade messaging that differentiates California Avocados from avocados of other origins (e.g., aspects of freshness, locale/terroir, locally/domestically grown, California state fruit, exclusive seasonal availability, grower practices/sustainability, preference, California lifestyle and culture and more)
- F. Communicate superiority and premium quality of Fresh California Avocados
- G. Fuse a tight connection between the California Avocados brand and product across all brand touchpoints (advertising, communications, partnership content, point-of-purchase and other retailer/foodservice operator touchpoints)
- H. Maintain creative cohesion and integrate elements of the California Avocado advertising campaign in appropriate marketing communications

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

- I. Direct paid brand advocates and media partners to share “why-California Avocado” messages and encourage unpaid advocates to do so
- K. Maintain year-round California Avocado awareness messaging
- L. To the trade, communicate the business benefits of carrying and promoting California Avocados in season
- M. Inform California Avocado stakeholders and constituents about Marketing program activities and results

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Foodservice	ACTIVITIES: Media and Ad Production	AGENCY: Kurata Communications
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Media <ul style="list-style-type: none"> • Develop and execute a year-round targeted California Avocado-branded print and digital media campaign focusing on the California Avocado season • Utilize existing print advertising creative and run in key trade publications • Utilize digital ad placements pre- and post-season building anticipation for upcoming/next season • Leverage publications' subscription base and send custom content electronic newsletters 	11/1/21	9/30/22	\$71,800	<ul style="list-style-type: none"> • Media plan by 11/15/21 for 7 print and 24 digital ad insertions for 1.7 million impressions • Off-season placement of 4-6 digital ads • 3 electronic partner newsletters during the season
Ad Production <ul style="list-style-type: none"> • Utilize 6 digital ads from 2020-21 and create new California Avocado-branded digital ads emphasizing the competitive advantage of being the only locally USA-grown premium avocado, supporting the benefits of seasonal availability and emphasizing California cuisine and style • Promote California Avocado differences and inspire call-to-action for promotions and menu ideation sessions • Curate or write newsletters that reinforce the California Avocado advantage and difference 	11/1/21	1/15/22	\$7,500	<ul style="list-style-type: none"> • 6 new digital ads by 1/14/22 • Copy for enewsletters and custom content newsletters by 6/15/22 per approved project brief
FOODSERVICE: MEDIA AND AD PRODUCTION (KURATA COMMUNICATIONS) SUBTOTAL:			\$79,300	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Foodservice	ACTIVITIES: Public Relations	AGENCY: Kurata Communications		
ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Public Relations <ul style="list-style-type: none"> • Research chef recipe leads and request California Avocado recipes for use in foodservice program • Electronically distribute California Avocado-branded product release(s) announcing the California Avocado 2022 season, communicating Fresh California Avocados' unique terroir and promoting California Avocados as the only locally USA-grown premium avocados 	11/1/21	10/31/22	\$37,500	<ul style="list-style-type: none"> • Monthly follow-up and pitches of operators showcasing California avocados on the menu to editors on upcoming stories • 1-2 product releases during California Avocado season and monthly editorial pitches resulting in 45 placements, 4.2 million impressions and a comparable ad value of \$130,000 • 3-4 new recipes/photos by 8/31/22
International Foodservice Editorial Council Conference <ul style="list-style-type: none"> • Participate in IFEC's NRA reception in Chicago, IL and annual Conference (10/TBD/22) in Santa Barbara, CA • Coordinate inclusion of California Avocado grove in the IFEC conference Food Tour • Pitch editors with messaging that differentiates from competitors and promotes California Avocado superiority and premium quality 	11/1/21	10/31/22	\$10,000	<ul style="list-style-type: none"> • Co-host reception with 15-20 editors • Office hours with 8-10 editors • Event summary with confirmation of editors met and pitch grid indicating assets of interest by editors by 10/31/22
Social Media Posts <ul style="list-style-type: none"> • Create educational and demo videos featuring Chef Jason Hernandez promoting California Avocados' trade messaging • Communicate superiority and premium quality; extend the advertising campaign and "why California Avocados" messages for foodservice social media influencers to share • Introduce avocado dishes highlighting the California style 	11/1/21	9/30/22	\$9,300	<ul style="list-style-type: none"> • 2 new video scripts; videos produced and posted between March through August • Social media video boosts • 2 videos with 5-7 new avocado dishes emphasizing the California advantage/style by 6/30/22 • 2 new videos and 6-8 videos from FY 2020-21 reposted
FOODSERVICE: PUBLIC RELATIONS (KURATA COMMUNICATIONS) SUBTOTAL:			\$56,800	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Foodservice	ACTIVITIES: Events	AGENCY: Kurata Communications		
ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Events Coordinate participation, sampling of new applications and attendance at conferences and trade shows in advance of and during the season	11/1/21	10/31/22	\$242,700	<ul style="list-style-type: none"> • Event briefs by 12/31/21 • Engagement with 275 contacts including 75 new contacts from Chain Gang, Food News Media's Meet-Ups, Flavor & The Menu Flavor Immersion /Southern California, Marketing Executive Group, Summit NRA Luncheon, West Coast Culinary, PMA Foodservice Conference & Expo, Flavor Experience, FoodOvation, Global Culinary Innovators Association annual conference and NRA reception <ul style="list-style-type: none"> ○ 16-20 menu concepts for sampling
Avocado Grove Open House <ul style="list-style-type: none"> • Coordinate timing and activities to participate in CAC's Avocado Grove Open House • Help craft a "California experience" that gives attendees understanding and appreciation for the differences between California Avocados and avocados from other origins • Coordinate with local area chain marketing teams to attend Open House • Manage photography/videography (capture photos and B-roll footage for use in future foodservice marketing tools) 	1/1/22	5/31/22	\$15,000	<ul style="list-style-type: none"> • Event brief by 1/31/22 • Engagement with 12-15 chain contacts including 8 new contacts • Educational format for 12-15 key foodservice top-tiered accounts and editors • Demonstrate the flavor pairing session with Open House guests • Secure 1-2 flavor pairing sessions from chain contacts for the culinary team • Iconic California-style dishes from 1-2 local chefs to present to tour guests by 5/31/22 • Send videographer to spend the day capturing B-roll and photos • Event summary reporting on deliverables by 5/31/22
FOODSERVICE:				
EVENTS			\$257,700	
(KURATA COMMUNICATIONS) SUBTOTAL:				

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Foodservice	ACTIVITIES: Events – Culinary Support	AGENCY: Kurata Communications		
ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Events Develop new menu applications for sampling and attendance at conferences	2/28/22	10/31/22	\$17,800	<ul style="list-style-type: none"> • Engagement with 80 contacts including 25 new contacts from Flavor Experience, FoodOvation and Global Culinary Innovators Association annual conference • 12-15 menu concepts for sampling <ul style="list-style-type: none"> ○ 15-20 participants in pairing sampling sessions
Avocado Grove Open House <ul style="list-style-type: none"> • Craft a “California food experience” that gives attendees understanding and appreciation for the differences between California Avocados and avocados from other origins • Lead a California Avocado flavor building learning session with Open House foodservice guests • In cooperation with hotel Food and Beverage team and caterers, create California Avocado-centric menus 	1/1/22	5/31/22	\$4,200	<ul style="list-style-type: none"> • Engagement with 15-20 chain contacts including 10 new contacts • Flavor pairing session with Open House guests • Menu plan developed by 4/15/22 date
FOODSERVICE:				
EVENTS – CULINARY SUPPORT				
(KURATA COMMUNICATIONS) SUBTOTAL:			\$22,000	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Foodservice	ACTIVITIES: Chain Promotions and Menu Ideation	AGENCY: Kurata Communications
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Chain Menu Development <ul style="list-style-type: none"> • Create customized menu concepts for existing and new top-tier foodservice operators • Inform chains of the halo value California Avocados bring to the menu and their operations • Focus on menu concepts that leverage California Avocado-style • Deliver presentations on-site or virtually 	12/1/21	8/31/22	\$22,000	<ul style="list-style-type: none"> • Menu concept presentations for 5-7 top-tier chain accounts • PowerPoint template presenting benefits of California Avocados, the California region and Avocados on the menu updated by 12/31/21
Chain Promotions <ul style="list-style-type: none"> • Inform chains through monthly correspondence and one-on-one meetings at events of the preference for California Avocados and reason to promote on menus • Secure merchandising support for customized chain programs that build high-value distribution opportunities among foodservice operators willing to pay a premium for California Avocados • Coordinate prominent California Avocado brand identification at point-of-purchase and other touchpoints 	11/1/21	8/31/22	\$248,700	<ul style="list-style-type: none"> • Promotions with 16-20 restaurant chains branded with “California Avocados” and/or the California Avocados brand logo at point-of-sale and/or website, enewsletters/blogs, social media • 4-6 new chain partner promotions • 10 returning/continuing partner promotions • 10 chains based in California/Western region
FOODSERVICE:				
CHAIN PROMOTIONS AND MENU IDEATION (KURATA COMMUNICATIONS) SUBTOTAL:			\$270,700	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Foodservice	ACTIVITIES: Menu Ideation – Culinary Support	AGENCY: Kurata Communications – Culinary Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Chain Menu Development <ul style="list-style-type: none"> Create customized menu concepts for existing and new top-tier foodservice operators Include nutrition-focused menu concepts when appropriate Focus on concepts that leverage California Avocado-style Deliver presentation on-site or virtually 	2/1/22	8/31/22	\$30,000	20-25 menu concepts for 5-7 top-tier chain accounts
FOODSERVICE: MENU IDEATION – CULINARY SUPPORT (KURATA COMMUNICATIONS) SUBTOTAL:			\$30,000	

PROGRAM: Foodservice	ACTIVITIES: Culinary Education	AGENCY: Kurata Communications
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Culinary Education Manage American Culinary Federation accreditation, exams and certificates	11/1/21	10/31/22	\$2,000	<ul style="list-style-type: none"> 120 exams reviewed and certificates disseminated Renewed certification status
FOODSERVICE: CULINARY EDUCATION (KURATA COMMUNICATIONS) SUBTOTAL:			\$2,000	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Foodservice	ACTIVITIES: Program Administration	AGENCY: Kurata Communications
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Program Administration <ul style="list-style-type: none"> • Manage, supervise and evaluate Foodservice Marketing Program • Contribute outline and information to create articles for From the Grove and the GreenSheet • Naturally incorporate considerations of diversity, equity and inclusion when developing programs, sourcing vendors and in appropriate communications 	11/1/21	10/31/22	\$54,000	<ul style="list-style-type: none"> • Development and implementation of the 2021-22 CAC Foodservice Marketing Program, including all Dashboard updates, a minimum of 8 GreenSheet outlines and contributions to From the Grove articles as requested • Report on diversity, equity and inclusion by 10/31/22
FOODSERVICE: PUBLIC RELATIONS (KURATA COMMUNICATIONS) SUBTOTAL:			\$54,000	

2021-22 TOTAL FOODSERVICE BUDGET: \$772,500



MARKETING ACTIVITIES SUPPORT

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Buy California Marketing Agreement; Marketing Planning; Strategic Support and Special Projects; and Marketing Research	AGENCY: Merchandising Program Support
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PRIORITY 1: Position California Avocados to be the world's most-valued and desired avocados *
*(for consumers, retailers, foodservice operators, wholesalers, growers)

OBJECTIVES:

1. Increase California Avocado perceived value, preference and loyalty with our targets
2. Retain or increase the high awareness of the California avocado growing region among targeted consumers
3. Aspire to an average price per pound of \$1.35 or greater

STRATEGIES:

Distribution and Targeting

- A. Motivate and support targeted retailers and foodservice operators who are demonstrating a willingness to pay a premium for California Avocados, solidify handler supply commitment and encourage targeted consumers to seek out and purchase in-season California Avocados
- B. Build high-value distribution and marketing opportunities for California Avocados, including export
- C. Create anticipation and readiness for fresh California Avocado season among targeted trade, diverse influencers and consumers
- D. Augment marketing communications with programs that engage the younger age range of targeted consumers

Communication

- E. Communicate consumer and trade messaging that differentiates California Avocados from avocados of other origins (e.g., aspects of freshness, locale/terroir, locally/domestically grown, California state fruit, exclusive seasonal availability, grower practices/sustainability, preference, California lifestyle and culture and more)
- F. Communicate superiority and premium quality of Fresh California Avocados
- G. Fuse a tight connection between the California Avocados brand and product across all brand touchpoints (advertising, communications, partnership content, point-of-purchase and other retailer/foodservice operator touchpoints)
- H. Maintain creative cohesion and integrate elements of the California Avocado advertising campaign in appropriate marketing communications
- I. Direct paid brand advocates and media partners to share "why-California Avocado" messages and encourage unpaid advocates to do so

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

- J. Identify and create brand-safe opportunities that enable California Avocados to organically join hyper-relevant cultural moments
- K. Maintain year-round California Avocado awareness messaging
- L. To the trade, communicate the business benefits of carrying and promoting California Avocados in season
- M. Inform California Avocado stakeholders and constituents about Marketing program activities and results

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Marketing Activities Support	ACTIVITIES: Buy California Marketing Agreement	AGENCY: Marketing Program Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<ul style="list-style-type: none"> • Participate in the Buy California Marketing Agreement program • Support BCMA in CAC's marketing outreach as appropriate 	11/1/21	10/31/22	\$25,000	<ul style="list-style-type: none"> • Participation in BCMA Board meetings and strategic planning • Timely response and asset contributions as requested
MARKETING ACTIVITIES SUPPORT: BUY CALIFORNIA MARKETING AGREEMENT (MARKETING PROGRAM SUPPORT) SUBTOTAL:			\$25,000	

PROGRAM: Marketing Activities Support	ACTIVITIES: Marketing Planning	AGENCY: CAC
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Coordinate and execute CAC marketing and planning meetings, for this fiscal year and the 2022-23 business plan as needed	11/1/21	10/31/22	\$250	CAC staff/agency planning meetings and calls
MARKETING ACTIVITIES SUPPORT: MARKETING PLANNING (CAC) SUBTOTAL:			\$250	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Marketing Activities Support	ACTIVITIES: Marketing Planning; Strategic Support; and Special Projects	AGENCY: Rockwell Morrow
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Strategic Planning and Research <ul style="list-style-type: none"> Facilitate strategic planning Review marketing programs and creative executions; analyze for strategic fit and alignment with approved brand messaging Naturally incorporate considerations of diversity, equity and inclusion when developing programs, sourcing vendors and in appropriate communications 	11/1/21	10/31/22	\$48,250	<ul style="list-style-type: none"> Timelines, content and reviews for 2022-23 business plan Prior year key measures delivery by 12/17/21; ongoing plan tracking Report on diversity, equity and inclusion by 10/31/22 Ongoing review of materials as requested
Marketing Research Support <ul style="list-style-type: none"> Manage 2022 California Avocado Tracking Study Support CAC communications leveraging data from 2021 California Avocado Tracking Study and other sources Review and provide input on other CAC consumer or trade research projects 	11/1/21	10/31/22		<ul style="list-style-type: none"> Tracking study needs analysis by 2/28/22 Tracking study project proposal by 4/30/22 Tracking study report by 10/31/22 Timely response to ongoing research support requests, including surveys
Marketing Services <ul style="list-style-type: none"> Support California Avocado Merchandise Shop activities Provide Marketing services that support CAC consumer, trade and industry marketing initiatives; reinforce California Avocado brand positioning and approved brand messaging 	11/1/21	10/31/22		<ul style="list-style-type: none"> 12 monthly merchandise shop performance reports within 3 days of data availability Monthly PMCI reports and income statement reviews Ongoing merchandise shop support as requested Ongoing review of Marketing materials Ongoing presentation support Representation/support for virtual and, if permissible, in-person events

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Marketing Activities Support	ACTIVITIES: Marketing Planning; Strategic Support; and Special Projects (cont.)	AGENCY: Rockwell Morrow
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Stakeholder Communications <ul style="list-style-type: none"> Manage marketing contributions to the GreenSheet and From the Gove including staff/agency liaison, reviews and editing Attend virtual or in-person Marketing Committee meetings and assist with preparation and minutes 	11/1/21	10/31/22	(cont.)	<ul style="list-style-type: none"> GreenSheet 2022 editorial calendar by 12/10/21 and updates as needed Content for at least 24 GreenSheet editions and 4 From the Grove editions acquired Drafts of Marketing Committee minutes within 24 hours of meetings
MARKETING ACTIVITIES SUPPORT: MARKETING PLANNING, STRATEGIC SUPPORT AND SPECIAL PROJECTS (ROCKWELL MORROW) SUBTOTAL:			\$48,250	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Marketing Activities Support	ACTIVITIES: Marketing Planning	AGENCY: Data Designers
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Provide volume, crop movement and measures for CAC marketing communications, reporting and planning	11/1/21	10/31/22	\$1,000	<ul style="list-style-type: none"> Volume information for consumer and industry communications Content for Board and grower meeting presentations, planning and ad hoc reports as directed by CAC Content for Dashboard updates as directed by CAC
MARKETING ACTIVITIES SUPPORT: MARKETING PLANNING (DATA DESIGNERS) SUBTOTAL:			\$1,000	

PROGRAM: Marketing Activities Support	ACTIVITIES: Marketing Research	AGENCY: Marketing Program Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Marketing Research Field market research consumer tracking study (consumer attitudes) through qualified vendor, obtain analysis and recommendations	1/10/22	10/31/22	\$38,000	<ul style="list-style-type: none"> Needs analysis by 2/28/22 Project proposal by 4/30/22 Research report by 10/31/22
MARKETING ACTIVITIES SUPPORT: MARKETING RESEARCH (MARKETING SUPPORT) SUBTOTAL:			\$38,000	

2021-22 TOTAL MARKETING ACTIVITIES SUPPORT BUDGET: \$112,500



CALIFORNIA AVOCADO MERCHANDISE SHOP

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: California Avocado Merchandise Shop	AGENCY: MullenLowe, PMCI and Rockwell Morrow
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PRIORITY 1: Position California Avocados to be the world’s most-valued and desired avocados *

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

APPLICABLE OBJECTIVE FROM CAC BUSINESS PLAN: Increase California Avocado perceived value, preference and loyalty with our targets

APPLICABLE STRATEGIES FROM CAC BUSINESS PLAN:

- G. Fuse a tight connection between the California Avocados brand and product across all brand touchpoints (advertising, communications, partnership content, point-of-purchase and other retailer/foodservice operator touchpoints)
- H. Extend elements of the California Avocado advertising campaign and/or brand identification across all brand touchpoints (communications, partnership content, point-of-purchase and other retailer/foodservice operator touchpoints)
- I. Leverage brand advocates, influencers and fans and encourage sharing of “why-California Avocado” messages and content
- J. Identify and create brand-safe opportunities that inject California Avocados into hyper-relevant cultural moments
- K. Champion inclusivity and diversity in California Avocado brand programs

SPECIFIC OBJECTIVES FOR MERCHANDISE SHOP

- 1. Increase average monthly merchandise shop sessions to at least 2,500
- 2. Increase average order conversion rate to at least 1.25%

SPECIFIC STRATEGIES FOR MERCHANDISE SHOP:

- 1. Manage the merchandise shop initiative as a separate program, linked to marketing but managed independently
- 2. Structure CAC’s merchandise shop business to be self-funding after startup investment
- 3. Use third parties to manage the day-to-day merchandise shop program, including order processing and fulfillment, with CAC oversight on product offerings, marketing and financials
- 4. Offer merchandise for sale that promotes the brand, reflects positively on the brand image and is buzz worthy
- 5. Price merchandise competitively and to cover costs
- 6. Maintain simplicity with a limited product line
- 7. Refresh product assortment based on ongoing sales results, adding and deleting items as warranted
- 8. Test select merchandise with tight connection between California Avocado brand and product

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: California Avocado Merchandise Shop	AGENCY: MullenLowe
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Third-Party Merchandise Shop Platform <ul style="list-style-type: none"> • Utilize Shopify merchandise shop platform for promotional merchandise shop • Monitor order processing, shipping and customer service • Process automated orders uploads and submit to PMCI's Secure File Transfer Protocol daily by 8:00 a.m. CST 	11/1/21	10/31/22	\$4,880	<ul style="list-style-type: none"> • Shopify Advanced Plan • Various plugins for integration with PMCI fulfillment services • Daily system orders delivery to PMCI by 8:00 a.m. CST • Process PMCI invoices within 24 hours of receipt • Monthly income statement review • Quarterly KPI report including traffic, sales, order fulfillment and returns
Website Maintenance Ongoing maintenance and changes that require code, UX and/or design updates	11/1/21	10/31/22	N/A	Scope and deliverables covered by CAC general Website Program
Marketing <ul style="list-style-type: none"> • Optimize current merchandise based on sales and net income • Develop and launch Merchandise Shop-specific social content and shoppable ad units • Create Merchandise Shop and Main Site headers that promote merchandise, sales pushes and promotions when needed • Maintain integrity between the site and inventory, such as deleting products via Shopify interface if products are no longer available, coding temporarily out of stock items into the shop site • Weekly Sales Report shared with CAC • Monthly Merchandise Shop reporting of sales, site visitors, top items, promotions and engagement on shoppable posts and overall observations for the Board • Evolve merchandise strategy and mix recommendation for year three, if warranted 	11/1/21	10/31/22	\$60,000	<ul style="list-style-type: none"> • Analysis of product sales and net income, including audit of high-and-low performers with recommendations based on sales to date by 11/1/21 • Recommendation for existing product line, including social campaign support by 11/1/21 • Launch social content throughout calendar year as agreed with CAC • Launch 4 California branded, strongly avocado-centric items on the Merchandise Shop that are sourced, produced and photographed by CAC by 2/1/21 • Launch any additional new merchandise on the site, shoppable ad units and social content by 7/1/22

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: California Avocado Merchandise Shop (cont.)	AGENCY: MullenLowe
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Search Engine Optimization <ul style="list-style-type: none"> • Launch of new content/product pages on California Avocado Merchandise Shop • Optimize merchandise content pages including keyword research and targeting, metadata writing, URL structure recommendation, structured data recommendations and image optimization 	11/1/21	10/31/22	N/A	Optimization of up to 15 total merchandise content pages, with prioritization of new CAC-sourced items when launched, by 7/1/22
Merchandise Shop Product Listing Ads <ul style="list-style-type: none"> • Connect CAC's Shopping Merchant Center with Google Ads Account • Launch paid ads on Google Shopping for the California Avocado Merchandise Shop • Optimize merchandise content through employing smart bid strategies, product prioritization, and Google best practices 	11/1/21	10/31/22	\$25,000	<ul style="list-style-type: none"> • Ensure Merchant Center feed is connected and tagged properly by 12/1/21 • Let campaign run for a minimum of 60 days to gather learnings 12/1/21 – 1/31/22 • Provide budget recommendations for remainder of year prior to 3/1/22 ramp up period
Merchandise Shop Photography and Support Support launch of new merchandise	11/1/21	10/31/22	\$15,000	<ul style="list-style-type: none"> • Merchandise pre-production samples as needed, sourced by CAC • Photography of new merchandise as needed per approved introduction plans, led by CAC
CONSUMER MARKETING: CALIFORNIA AVOCADO MERCHANDISE SHOP (MULLENLOWE) SUBTOTAL:			\$104,880	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Promotional Merchandise Sales	AGENCY: PMCI
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Fulfillment and customer service management (fixed fees) <ul style="list-style-type: none"> • Manage day-to-day operations: order processing, picking, shipping, packaging, customer service, special merchandise handling (returns/receiving inventory) and credit card fees • Manage inventory database • Maintain efficient shipping methods • Handle order processing notifications, such as fulfillment status communication to user and notifications based on order status 	11/1/21	10/31/22	\$10,175	<ul style="list-style-type: none"> • Ongoing on-demand and custom merchandise fulfillment, administration and maintenance • Tax administration up to 3 states • Orders shipped within 48 hours of order data upload to PMCI • Monthly reports on sales, shipments and inventory • Fulfillment services per contract
Fulfillment and customer service management (variable fees based on actual orders)	11/1/21	10/31/22	\$19,275 (Based on order projections; includes order processing fees, shipping costs, credit card fees, customer service fees and sales taxes. Actual will vary based on sales)	<ul style="list-style-type: none"> • Ongoing order and credit card processing, and shipping services • Special handling and customers services as required
Merchandise Procurement Order and replenish merchandise on an on-going basis	11/1/21	10/31/22	\$13,000 (Cost of goods sold and inbound shipping costs based on sales mix; actual will vary based on sales)	Ongoing merchandise purchases as recommended by MullenLowe and directed by CAC
CONSUMER MARKETING: CALIFORNIA AVOCADO MERCHANDISE SHOP (PMCI) SUBTOTAL:			\$42,450	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: California Avocado Merchandise Shop (Revenue)	AGENCY: CAC
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Merchandise Sales Net Revenue (Merchandise revenue including sales tax and shipping revenue in excess of cost of goods sold and promotional discounts) <ul style="list-style-type: none"> Sell apparel and other merchandise that supports the California Avocado brand Obtain merchandise profit contribution (net margin) that partially offsets marketing expenses 	11/1/21	10/31/22	(\$18,365) (Revenue based on order projections; actual will vary based on sales)	<ul style="list-style-type: none"> Ongoing sales and shipping revenue (Sales taxes collected remitted to State collection agencies)
CALIFORNIA AVOCADO MERCHANDISE SHOP NET REVENUE**:			(\$18,365)	

TOTAL CALIFORNIA AVOCADO MERCHANDISE SHOP BUDGET: \$147,330**
**** Budget Will Be Partially Offset By Revenue Less Merchandise Costs**

2021-22 TOTAL MARKETING BUDGET: \$9,531,365



INDUSTRY AFFAIRS

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Industry Statistics and Information; Grower Communications; Issues Management; Legal; Demonstration Grove; Education and Outreach; and Other/Administrative
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PRIORITY 2: 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 consensus on the strategic direction to be taken to achieve the industry's key aspirations
3. Enhance California Avocado grower productivity and success
4. Ensure a full understanding and consideration of how government agency decisions will impact California Avocado producers

STRATEGIES:

- A. Anticipate and prioritize issues; use informed decision-making when executing plans that shape issue outcomes and respond immediately to crisis issues
- B. Collect and compile information vital to understanding global avocado market forces
- C. Execute an industry communications program that promotes discussion, consensus, action and feedback
- D. Maintain and develop relationships with other avocado industry and agricultural organizations that leverage strengths on issues of common interest
- E. Establish, maintain and strengthen relationships with influential governmental agency personnel (e.g., United States Department of Agriculture, Food and Drug Administration and others)

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Industry Statistics and Information	AGENCY: Data Designers; Fishhook Development; and LandIQ
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
<p>AMRIC Operation - The Avocado Marketing Research and Information Center 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>	\$86,500	<ul style="list-style-type: none"> • Collect bin counts daily through automated online system • 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"> ○ Review data requests from industry and implement enhancements ○ Track daily data reporting by handlers on an ongoing basis ○ Conduct detailed AMRIC handler audits by 10/31/22 • Ensure secure and reliable data storage and monitoring <ul style="list-style-type: none"> ○ Maintenance of AMRIC website and data tools ○ Keep current with supported technology and platforms
<p>Crop Forecasting and Analysis - The Avocado Crop-Estimating 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>	\$145,000	<ul style="list-style-type: none"> • Develop pre-season crop estimate prior to 12/31/21 • Conduct no more than 3 meetings with field personnel (winter, spring and fall 2021) that engage with industry and stay apprised of any crop updates throughout the season • Conduct acreage inventory and spatial analysis and update 2022 California Avocado acreage no later than August 2022 • Perform an ongoing age classification to assign an age to all avocado polygons spatially mapped • Execute an ongoing grove density analysis of all avocado polygons spatially mapped • Complete the 2022 special condition assessment of areas impacted by the Thomas Fire • Conduct a mid-season grower crop survey no later than May 2022 • Perform “ground-truthing” and verify accuracy of current crop/acreage information

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Industry Statistics and Information (cont.)	AGENCY: Data Designers; Fishhook Development; and LandIQ
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Grower Database - Maintenance of the California Avocado Production Tracking Acreage Inventory Network grower database. 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, redistricting, crop estimating surveys, annual reports and meeting notices	\$5,000	<ul style="list-style-type: none"> • Complete annual update of database based on handlers' grower/grove information received from handlers no later than 2/28/22 • Perform database processing of 2022-21 grower exemption status using 2019, 2020 and 2021 production data • Update database on an as-needed basis, based on information received via returned mail, grower sign ups, etc.
Grove Database System - Using existing CAC grower and Geographic Information System databases, this project develops and maintains a web-based platform that integrates existing databases, as well as incorporates the ability to support grove location and ownership	\$20,000	<ul style="list-style-type: none"> • Maintain web-based grove database platform • Perform updates and improvements to online GIS database including but not limited to an annual update using geodatabase integration from acreage inventory by August 2022 • Purchase data on parcel ownership based on Assessor's Parcel Number, when necessary
INDUSTRY AFFAIRS: INDUSTRY STATISTICS AND INFORMATION SUBTOTAL:	\$256,500	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Grower Communications	AGENCY: GingerRoot; Fishhook Development; Inclusive Web; Champ Publications and Rockwell Morrow
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Online Information - Expands the reach of effective industry communications through CAC's grower site, www.californiaavocadogrowers.com	\$46,000	<ul style="list-style-type: none"> • Provide timely updates to CAC's grower site with continual enhancement, maintenance and content development • Conduct ongoing website accessibility reviews to meet Web Content Accessibility Guidelines (WCAG) 2.1 AA compliance standards
Publications - Development of practical and relevant information for growers and industry and present it in a format that is easily accessed and assimilated	\$104,000*	Publications may include, but are not limited to: <ul style="list-style-type: none"> • CAC GreenSheet (semi-monthly) • Food Safety Manuals, including Spanish translation • CAC From the Grove magazine (quarterly) <ul style="list-style-type: none"> ○ Advertising revenue expected to offset budget line item by \$65,000
Annual Meetings - CAC Conducts annual meetings that generate industry awareness of CAC programs	\$20,000	Conduct annual meeting no later than 4/30/22
Annual Report - Preparation of an annual report that generates industry awareness of CAC programs and fulfills CAC's statutory obligation to report to the legislature	\$12,000	Produce and make available the annual report, no later than 3/31/22
INDUSTRY AFFAIRS: GROWER COMMUNICATIONS SUBTOTAL:	\$182,000	

**Note: Portion of publications expenditures potentially offset by advertising revenue*

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Issues Management	AGENCY: Law Offices of Edward M. Ruckert; McDermott Will & Emery LLP; Spann Ag Research & Consulting, LLC; and Kahn, Soares & Conway, LLP
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Water Issues - This project identifies, prioritizes and addresses key water issues	\$25,000	CAC management will work with independent contractors (as needed) to: <ul style="list-style-type: none"> • Monitor water issues (including rates) that potentially impact agriculture and represent interests of industry stakeholders, before local and regional water agencies and industry associations • Identify improved water use efficiency technologies for industry utilization • Work to improve the Metropolitan Water District water efficiency agricultural program • Continue to develop programs with MWD and/or other water agencies that work toward lower agricultural water costs • Analyze and evaluate current water issues and develop recommended programs • Explore possible federal actions that would improve water supply reliability and/or mitigate water rates; if possible initiate pursuit of said actions
Field/Technical Support - Development and support of technical initiatives that promote industry productivity and profitability	\$65,000	Potential actions in this category may address: <ul style="list-style-type: none"> • Phytosanitary security • Section 18 emergency exemptions • Identification and communication to growers of opportunities to improve grower profitability based on Grower Profitability study • Support peer-to-peer factual based messaging to growers on the GEM variety
Research Program Coordination and Outreach - Coordination of CAC's Production Research Program, collaboration with industry researchers, identification of research priorities, development of long-term research strategies aimed to improve grower sustainability and implementation of grower outreach activities	\$120,000	Manage the CAC-funded research program, including: <ul style="list-style-type: none"> • Production Research Committee meetings • Communications with researchers • Review and approval of milestone reports • Communicate research progress to CAC Board and growers

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Issues Management (cont.)	AGENCY: Law Offices of Edward M. Ruckert; McDermott Will & Emery LLP and Spann Ag Research & Consulting, LLC; and Kahn, Soares & Conway, LLP
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Legislative and Regulatory Advocacy - CAC stays abreast of regulatory, legislative and trade issues that affect the industry; develops position papers and advocates for stakeholders	\$125,000	Potential actions in this category may involve: <ul style="list-style-type: none"> • California agricultural laws • Adjacency Issue • Food Safety Modernization Act and other food safety related regulation • Animal and Plant Health Inspection Service Agricultural Research Service funding for Invasive Species • Immigration Reform • Conservation/water efficiency programs • Free Trade Agreements – both new and modification of existing • Foreign Market Development activities (United States Department of Agriculture- Foreign Agricultural Service) • Emerging Markets Program activities (USDA-FAS)

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Issues Management (cont.)	AGENCY: Law Offices of Edward M. Ruckert; McDermott Will & Emery LLP; The Tootelian Company; ERA Economics; and Rockwell Morrow
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Production Registrations - Exploration of potential product registrations for use on avocados in California and research support where needed	\$4,000	Potential registrations/products may include: <ul style="list-style-type: none"> Special Local Needs registrations, as needed
Sustainability Project - Identification of marketplace priority sustainable avocado production practices for California growers that align with customer requests for information	\$50,000	CAC management will work with independent contractors, as needed, to: <ul style="list-style-type: none"> Develop external-facing communications that promote and differentiate California Avocados based on the California Avocado Sustainability Program Outreach to California Avocado customers that informs and educates about the California Avocado Sustainability Program Communicate with growers on additional sustainability practices
INDUSTRY AFFAIRS: ISSUES MANAGEMENT SUBTOTAL:	\$389,000	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Legal	AGENCY: Creative Legal Solutions; Kahn, Soares & Conway, LLP; Data Designers; and Golin
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Elections - Routine election activities, per CAC law	\$10,000	<ul style="list-style-type: none"> Conduct annual election with ballots returned no later than 10/31/22 Fill mid-term vacancies as needed
Legal Support - Legal support for all CAC departments	\$40,000	Retain legal-support services to assist with contracts, trademarks, registrations and other transactional matters
Governance Support - This program continues to refine the long-term strategic plan that will guide CAC's activities through 2025	\$20,000	<ul style="list-style-type: none"> Conduct Executive Committee training, no later than 10/31/22 Provide succession planning support and resources Complete exemption determination status analysis and mail producer exemption status letters to all growers no later than 9/30/22 Refine Vision 2025 strategic plan, as needed Present draft business plan to the Board, no later than October 2022 Use administrative support via outside contractors as needed to fulfill governance requirements
INDUSTRY AFFAIRS: LEGAL SUBTOTAL:	\$70,000	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Demonstration Grove	AGENCY: Cal Poly Pomona and Somis Pacific Agricultural Management
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Pine Tree - Rent	\$24,384	Monthly lease per lease agreement dated 7/1/13
Pine Tree - Grove Management	\$40,000	Annual grove management services based on 11 acres of planted avocado acreage
Pine Tree - Utilities	\$5,400	Split with Cal Poly Foundation based on percentage of leased acreage
Pine Tree - Property Tax and Insurance	\$2,500	Split with Cal Poly Foundation based on percentage of leased acreage
Pine Tree - Improvements and Misc. Expenses	\$5,000	<ul style="list-style-type: none"> • Improvements may include the following: <ul style="list-style-type: none"> ○ Educational demonstration projects as needed including UCCE GEM Spacing Trial ○ Replants of trees in poor health ○ New plantings on available blocks • Miscellaneous expenses, which may include weather station annual fees
Pine Tree - Crop Harvesting	\$16,200	Farm labor cost to harvest 2021-22 crop at Pine Tree Ranch
Pine Tree - Crop Hauling	\$500	Transportation charges and/or credits associated with PTR harvest
Pine Tree - CAC Assessment	\$1,969	CAC Assessment of 1.75% of gross dollar value due on the sale of PTR fruit
Pine Tree - Hass Avocado Board (HAB) Assessment	\$2,250	HAB Assessment of \$0.25 per pound due on the sale of PTR fruit
INDUSTRY AFFAIRS: DEMONSTRATION GROVE SUBTOTAL:	\$98,203*	

****Note: Portion of expenditures potentially offset by estimated harvest revenue of \$112,500***

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Education and Outreach	AGENCY: CAC
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Field Meetings, Seminars and Workshops - Events purposed to educate and update growers and industry stakeholders on pertinent industry issues	\$23,500	Conduct events that may include, but are not limited to: <ul style="list-style-type: none"> • Food Safety Workshops, including Spanish translation • Hot Topic Seminars (pest/labor/etc.), Spanish translation as needed
Pine Tree Ranch Field Days - Field days held at CAC's demonstration grove with the intent of providing a hands-on learning environment for the purpose of continued grower education and outreach	\$2,000	Hold at least 3 Grower Outreach and Education Field Days at Pine Tree Ranch, to be held winter, summer and fall 2022
Grower Outreach - Provides industry with a reliable source for information on topics of vital importance to the operation of their business	\$13,500	<ul style="list-style-type: none"> • Coordinate and facilitate small grower forums • Coordinate international researcher industry outreach and education on a hot topic to address specific industry issues (i.e., shot hole borer, high-density plantings, fire and/or heat recovery) • Provide CAC premiums in appreciation of industry participation in various Commission programs
INDUSTRY AFFAIRS: EDUCATION AND OUTREACH SUBTOTAL:	\$39,000	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Other/Administrative	AGENCY: CAC
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Dues, Sponsorships, Registrations and Reports - Formation and participation in coalitions with other commodity boards and agricultural organizations to broaden support for industry-wide initiatives	\$20,000	<ul style="list-style-type: none"> • Coalition dues and sponsorships may include, but are not limited to: Agriculture Coalition for Immigration Reform, Alliance for Food & Farming, California Avocado Society, United States Agricultural Export Development Council and Western Growers • Event registrations may include, but are not limited to: PMA Fresh Summit, United Washington Conference and Urban Water Institute
Grant Writing - Pursuit of outside-funding opportunities for industry initiatives	\$2,500	Potential funding opportunities may include: <ul style="list-style-type: none"> • GAP/Food safety • Water quality and efficiency • Phytosanitary/pest management • Sustainability/energy efficiency
Travel - Travel required by CAC staff to advocate on issues of importance to the industry, stay informed on industry issues and participate in industry events	\$40,000	Industry Affairs staff travel may include, but is not limited to: <ul style="list-style-type: none"> • Meetings with policy/decision makers • Grower seminars • District meetings • Local and international industry meetings/conferences
Office Expense - Expenses incurred by CAC non-marketing staff, in conducting day-to-day business activities	\$16,500	Examples of office expenses include, but are not limited to: <ul style="list-style-type: none"> • Office furniture/computers/software/electronics • Paper/binders/supplies • Subscriptions to business publications and resources
Committee Meeting Expense - Expenses incurred for travel, lodging and meals for committee meetings	\$5,000	Examples of committee meetings include, but are not limited to: <ul style="list-style-type: none"> • Production Research Committee • Good Agricultural Practices Committee • Executive Committee • Governance Committee
INDUSTRY AFFAIRS: OTHER/ADMINISTRATIVE SUBTOTAL:	\$84,000	

2021-22 TOTAL INDUSTRY AFFAIRS BUDGET: \$1,118,703



PRODUCTION RESEARCH

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Production Research	ACTIVITIES: Research	AGENCY: UC Riverside; UC Cooperative Extension; and The Huntington
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PRIORITY 3: Support industry strategy through research and outreach

OBJECTIVES:

1. Enhance California Avocado grower productivity and success
2. Ensure consistently safe, high-quality production that supports CAC’s market development efforts

STRATEGIES:

- A. Design and implement a Production Research Program focused on practical solutions to grower-defined priorities
- B. Develop a research-based outreach and education program for California Avocado growers and other industry stakeholders

PROGRAMS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	ACTION STEPS & DELIVERABLES
EXISTING RESEARCH PROJECTS				
Pests and Diseases				
Proactive management of avocado seed and stem feeding weevils, <i>Heilipus</i> spp.	3/1/20	10/31/22	\$50,000	<ul style="list-style-type: none"> Confirm the chemical components of the <i>Heilipus</i> spp. pheromone Run field trials in Mexico to optimize pheromone blends Evaluate weevil trap designs in Mexican avocado orchards to determine the best pheromone blend and trap design combination Conduct field surveys and develop inventories of <i>Heilipus</i> spp. natural enemies Determine the dispersal potential of male and female <i>Heilipus</i> spp. to determine trap placement parameters

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Production Research	ACTIVITIES: Research (cont.)	AGENCY: UC Riverside; UC Cooperative Extension; and The Huntington
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PROGRAMS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	ACTION STEPS & DELIVERABLES
Cultural Management				
Safety and efficacy of herbicides in bearing avocado groves	11/1/19	10/31/22	\$10,864	<ul style="list-style-type: none"> Secure permission for trials from Research and Extension Center directors and farm managers; submit REC research proposals, land allocation requests, work orders, and funding information; scout field locations Install replicated and randomized plots; apply treatments Monitor treatment safety and efficacy Analyze data and write milestone and final reports to CAC Organize and hold avocado field day; present our research results and other current avocado research and provide backpack sprayer calibration training Author UC Weed Science blog post, article for From the Grove and Topics in Subtropics and technical manuscript for Weed Science or similar journal
Breeding				
Commercial-scale field testing and potential release of five elite advanced rootstocks	11/1/18	10/31/22	\$135,000	<ul style="list-style-type: none"> Establish commercial-scale field trials of PP35, PP40, PP42, PP45, and PP80 UCR advanced rootstocks before official release in cooperation with California growers Collect tree health and harvest data for PP35, PP40, PP42, PP45 and PP80 UCR advanced rootstocks at Pine Tree and Bonsall rootstock trials (established June 2017) Collect tree health and harvest data for PP35, PP40, PP42, PP45 and PP80 UCR advanced rootstocks at 4 previously established field trials (2019)
EXISTING RESEARCH PROJECTS SUBTOTAL:			\$195,864	

2021-22 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Production Research	ACTIVITIES: Research (cont.)	AGENCY: UC Riverside; UC Cooperative Extension; and The Huntington
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PROGRAMS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	ACTION STEPS & DELIVERABLES
NEW RESEARCH PROJECTS				
Pests and Diseases				
Phenology and ecology of avocado lace bug in Southern California	9/15/21	10/31/24	\$50,845	<ul style="list-style-type: none"> • Comprehensive data on avocado lace bug population cycles in three different infestation zones (San Diego, Riverside and Los Angeles Counties). These data will be useful for predicting when population peaks and maximum damage is likely to occur, which in turn, will help with timing of control treatments • An inventory of natural enemies associated with avocado lace bug infestations in three different areas will be developed. These data may provide insight into levels of naturally occurring population suppression that is provided by natural enemies • Determination and quantification of avocado lace bug performance (i.e., development times and survivorship rates) on five different avocado cultivars (i.e., Hass, Lamb Hass, Fuerte, Bacon and GEM) • Development of temperature-driven degree-day models that will: (1) assist with interpreting population phenology data; (2) that will provide insight into how temperature extremes, especially high-heat events, affects avocado lace bug development and survivorship rates and (3) provide a tool for estimating temperature-based population growth trajectories that could be used to plan and time insecticide applications for suppression of damaging avocado lace bug populations
Cultural Practices				
Chloride mitigation strategies – PLACEHOLDER FUNDS			\$75,000	
Soil microbial community enhancement – PLACEHOLDER FUNDS			\$25,000	
NEW RESEARCH PROJECTS SUBTOTAL:			\$150,845	

2021-22 TOTAL PRODUCTION RESEARCH BUDGET: \$346,709
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2021-22 BUDGET

**CALIFORNIA AVOCADO COMMISSION
2021-22 PROJECTION & BUDGET
WITH COMPARISON TO 2020-21**

APPROVED BY CAC BOD 10/13/21

ACCT CODE	REVENUES:	2021-22		2020-21		2021-22 vs. 2020-21		COMMENT
		PROJECTION	%	AMENDMENT #2	%	INCREASE (DECREASE)	PERCENT CHANGE	
40001	CAC Assessment Revenue	\$6,398,438	49.2%	\$6,931,641	49.2%	(\$533,203)	-7.69%	Assessment rate 1.75%, crop size 300 MM lbs, price \$1.25
40011	HAB 85% Rebate Assessment Revenue	\$5,928,750	45.6%	\$6,422,813	45.6%	(\$494,063)	-7.69%	
	Subtotal Assessment Revenues	\$12,327,188	94.8%	\$13,354,453	94.7%	(\$1,027,266)	-7.69%	
42001	Administration & Accounting Fee Revenue (AIP)	\$61,000	0.5%	\$61,000	0.4%	\$0	0.00%	
46010	Grant Funding	\$375,000	2.9%	\$375,000	2.7%	\$0	0.00%	
48001	Interest Income	\$15,000	0.1%	\$15,000	0.1%	\$0	0.00%	
48009	From the Grove Income	\$65,000	0.5%	\$65,000	0.5%	\$0	0.00%	
48003	Other Income	\$112,500	0.9%	\$37,500	0.3%	\$75,000	200.00%	
47000	California Avocado Merchandise Shop Income	\$53,621	0.4%	\$190,358	1.4%	(\$136,737)	-71.83%	
	Subtotal Other Revenues	\$682,121	5.2%	\$743,858	5.3%	(\$61,737)	-8.30%	
	Total Revenues	\$13,009,309	100.0%	\$14,098,311	100.0%	(\$1,089,003)	-7.72%	
ACCT CODE	EXPENDITURES: Marketing Programs	2021-22 PROJECTION	%	2020-21 AMENDMENT #2	%	INCREASE (DECREASE)	PERCENT CHANGE	COMMENT
51000 & 55000	Consumer Marketing	\$5,375,000	36.3%	\$6,713,665	37.7%	(\$1,338,665)	-19.94%	
54000	Consumer Public Relations	\$785,000	5.3%	\$1,000,000	5.6%	(\$215,000)	-21.50%	
54000	Consumer/Trade Living Well	\$145,000	1.0%	\$202,000	1.1%	(\$57,000)	-28.22%	
52000	Merchandising	\$2,194,035	14.8%	\$2,848,488	16.0%	(\$654,453)	-22.98%	
53000	Foodservice	\$772,500	5.2%	\$970,000	5.4%	(\$197,500)	-20.36%	
59000	Marketing Activities Support	\$112,500	0.8%	\$201,375	1.1%	(\$88,875)	-44.13%	
57000	California Avocado Merchandise Shop	\$147,330	1.0%	\$304,854	1.7%	(\$157,524)	-51.67%	
	Subtotal Marketing Programs	\$9,531,365	64.3%	\$12,240,382	68.7%	(\$2,709,017)	-22.13%	
EXPENDITURES: Non-Marketing Programs								
65000	Industry Affairs & Production Research	\$1,465,412	9.9%	\$1,641,219	9.2%	(\$175,807)	-10.71%	
66010	Grant Programs	\$375,000	2.5%	\$375,000	2.1%	\$0	0.00%	
70000	Administration	\$3,452,725	23.3%	\$3,560,570	20.0%	(\$107,845)	-3.03%	
	Subtotal Non-Marketing Programs	\$5,293,137	35.7%	\$5,576,789	31.3%	(\$283,652)	-5.09%	
	Total Expenditures	\$14,824,502	100.0%	\$17,817,171	100.0%	(\$2,992,669)	-16.80%	
	Excess Of Revenues Over (Under) Expenditures	(\$1,815,194)	-14.0%	(\$3,718,860)	-26.4%	\$1,903,666	-51.19%	
	Estimated Beginning Reserves - Nov. 1	\$10,623,582		\$14,342,442		(\$3,718,860)	-25.93%	
	Estimated Ending Reserves - Oct. 31	\$8,808,389		\$10,623,582		(\$1,815,194)	-17.09%	

**CALIFORNIA AVOCADO COMMISSION
2021-22 PROJECTION & BUDGET
WITH COMPARISON TO 2020-21**

APPROVED BY CAC BOD 10/13/21

Department: Marketing

ACCT CODE	DEPT/ACTIVITY	2021-22		2020-21		2021-22 vs. 2020-21		COMMENT
		PROJECTION	%	AMENDMENT #2	%	INCREASE (DECREASE)	PERCENT CHANGE	
<u>Consumer Marketing:</u>								
51001	Media	\$3,200,000	33.6%	\$4,000,000	32.7%	(\$800,000)	-20.00%	
51002	Production	\$197,305	2.1%	\$425,000	3.5%	(\$227,695)	-53.58%	
55XXX	Online Marketing	\$411,890	4.3%	\$542,200	4.4%	(\$130,310)	-24.03%	
51801 & 57002	Program Administration	\$1,565,805	16.4%	\$1,746,465	14.3%	(\$180,660)	-10.34%	
Consumer Marketing Subtotal		\$5,375,000	56.4%	\$6,713,665	54.8%	(\$1,338,665)	-19.94%	
<u>Consumer Public Relations:</u>								
5400X & 5420X	Brand Advocates	\$339,800	3.6%	\$330,000	2.7%	\$9,800	2.97%	
5400X & 541XX	Public Relations	\$321,700	3.4%	\$545,000	4.5%	(\$223,300)	-40.97%	
5480X	Program Administration	\$123,500	1.3%	\$125,000	1.0%	(\$1,500)	-1.20%	
Consumer Public Relations Subtotal		\$785,000	8.2%	\$1,000,000	8.2%	(\$215,000)	-21.50%	
<u>Consumer/Trade Living Well:</u>								
54206	Living Well Brand Advocates	\$113,700	1.2%	\$156,500	1.3%	(\$42,800)	-27.35%	
54201	Industry Partnerships	\$21,300	0.2%	\$33,500	0.3%	(\$12,200)	-36.42%	
54802	Program Administration	\$10,000	0.1%	\$12,000	0.1%	(\$2,000)	-16.67%	
Consumer/Trade Living Well Subtotal		\$145,000	1.5%	\$202,000	1.7%	(\$57,000)	-28.22%	
<u>Merchandising:</u>								
520XX	Trade Relations	\$1,001,500	10.5%	\$1,349,188	11.0%	(\$347,688)	-25.77%	
521XX & 523XX	Retail & Consumer Promotions	\$813,835	8.5%	\$1,007,700	8.2%	(\$193,865)	-19.24%	
522XX	Data, Research & Analysis	\$293,700	3.1%	\$386,600	3.2%	(\$92,900)	-24.03%	
524XX	Administration & Other	\$85,000	0.9%	\$105,000	0.9%	(\$20,000)	-19.05%	
Merchandising Subtotal		\$2,194,035	23.0%	\$2,848,488	23.3%	(\$654,453)	-22.98%	
<u>Foodservice:</u>								
53001	Media	\$79,300	0.8%	\$110,100	0.9%	(\$30,800)	-27.97%	
53101	Public Relations & Collateral Materials	\$56,800	0.6%	\$113,000	0.9%	(\$56,200)	-49.73%	
53103	Foodservice Events	\$279,700	2.9%	\$355,900	2.9%	(\$76,200)	-21.41%	
53104	Chain Promotions	\$300,700	3.2%	\$335,000	2.7%	(\$34,300)	-10.24%	
53105	Education Programs	\$2,000	0.0%	\$2,000	0.0%	\$0	0.00%	
5380X	Program Administration	\$54,000	0.6%	\$54,000	0.4%	\$0	0.00%	
Foodservice Subtotal		\$772,500	8.1%	\$970,000	7.9%	(\$197,500)	-20.36%	
<u>Marketing Activities Support:</u>								
51803	Marketing Planning	\$87,500	0.9%	\$115,875	0.9%	(\$28,375)	-24.49%	
51003	Buy California Marketing Agreement	\$25,000	0.3%	\$25,000	0.2%	\$0	0.00%	
51005	Center for Produce Safety	\$0	0.0%	\$50,000	0.4%	(\$50,000)	-100.00%	
580XX	Festivals	\$0	0.0%	\$10,500	0.1%	(\$10,500)	-100.00%	
Marketing Activities Support Subtotal		\$112,500	1.2%	\$201,375	1.6%	(\$88,875)	-44.13%	
<u>California Avocado Merchandise Shop:</u>								
57XXX	Merchandise Procurement	\$13,000	0.1%	\$111,710	0.9%	(\$98,710)	-88.36%	
577XX & 57900	Expenses - Variable	\$19,275	0.2%	\$58,064	0.5%	(\$38,789)	-66.80%	
5780X	Expenses - Fees	\$115,055	1.2%	\$135,080	1.1%	(\$20,025)	-14.82%	
California Avocado Merchandise Shop Subtotal		\$147,330	1.5%	\$304,854	2.5%	(\$157,524)	-51.67%	
Total Marketing		\$9,531,365	100.0%	\$12,240,382	100.0%	(\$2,709,017)	-22.13%	

**CALIFORNIA AVOCADO COMMISSION
2021-22 PROJECTION & BUDGET
WITH COMPARISON TO 2020-21**

APPROVED BY CAC BOD 10/13/21

Department: Industry Affairs & Production Research

ACCT CODE	DEPT/ ACTIVITY	2021-22		2020-21		2021-22 vs. 2020-21		COMMENT
		PROJECTION	%	AMENDMENT #2	%	INCREASE (DECREASE)	PERCENT CHANGE	
<u>Industry Statistics And Information:</u>								
64001	AMRIC Operation	\$86,500	7.7%	\$147,500	11.5%	(\$61,000)	-41.36%	
64002	Crop Forecasting and Analysis	\$145,000	13.0%	\$121,200	9.5%	\$23,800	19.64%	
64003	Grower Database	\$5,000	0.4%	\$8,000	0.6%	(\$3,000)	-37.50%	
64004	Grove Identification GIS Project Development	\$20,000	1.8%	\$20,000	1.6%	\$0	0.00%	
	Industry Statistics And Information Subtotal	\$256,500	22.9%	\$296,700	23.2%	(\$40,200)	-13.55%	
<u>Grower Communications:</u>								
64105	Online Information	\$46,000	4.1%	\$70,500	5.5%	(\$24,500)	-34.75%	
64106	Publications	\$104,000	9.3%	\$104,000	8.1%	\$0	0.00%	
64107	Annual Meeting	\$20,000	1.8%	\$20,000	1.6%	\$0	0.00%	
64108	Annual Report	\$12,000	1.1%	\$10,000	0.8%	\$2,000	20.00%	
	Grower Communications Subtotal	\$182,000	16.3%	\$204,500	16.0%	(\$22,500)	-11.00%	
<u>Issues Management:</u>								
64201	Water Issues	\$25,000	2.2%	\$25,000	2.0%	\$0	0.00%	
64202	Field/Technical Support	\$65,000	5.8%	\$65,000	5.1%	\$0	0.00%	
64204	Research Program Coordination & Outreach	\$120,000	10.7%	\$120,000	9.4%	\$0	0.00%	
64206	Legislative & Regulatory Advocacy	\$125,000	11.2%	\$175,000	13.7%	(\$50,000)	-28.57%	
64208	Product Registrations	\$4,000	0.4%	\$4,000	0.3%	\$0	0.00%	
64211	Sustainability Project	\$50,000	4.5%	\$50,000	3.9%	\$0	0.00%	
	Issues Management Subtotal	\$389,000	34.8%	\$439,000	34.3%	(\$50,000)	-11.39%	
<u>Legal/Governance:</u>								
64301	Elections	\$10,000	0.9%	\$10,000	0.8%	\$0	0.00%	
64302	Legal Support	\$40,000	3.6%	\$25,000	2.0%	\$15,000	60.00%	
64303	Governance Support	\$20,000	1.8%	\$45,000	3.5%	(\$25,000)	-55.56%	
64304	Referendum	\$0	0.0%	\$15,000	1.2%	(\$15,000)	-100.00%	
64305	Redistricting	\$0	0.0%	\$5,000	0.4%	(\$5,000)	-100.00%	
	Legal/Governance Subtotal	\$70,000	6.3%	\$100,000	7.8%	(\$30,000)	-30.00%	
<u>Demonstration Grove:</u>								
64401	Pine Tree - Rent	\$24,384	2.2%	\$23,600	1.8%	\$784	3.32%	
64402	Pine Tree - Grove Management	\$40,000	3.6%	\$40,000	3.1%	\$0	0.00%	
64403	Pine Tree - Utilities	\$5,400	0.5%	\$5,400	0.4%	\$0	0.00%	
64404	Pine Tree - Property Tax & Insurance	\$2,500	0.2%	\$2,500	0.2%	\$0	0.00%	
64405	Pine Tree - Improvements & Misc Expenses	\$5,000	0.4%	\$15,000	1.2%	(\$10,000)	-66.67%	
64406 - 64409	Pine Tree - Harvesting, Hauling, CAC & HAB Assessments	\$20,919	1.9%	\$7,400	0.6%	\$13,519	182.69%	
	Demonstration Grove Subtotal	\$98,203	8.8%	\$93,900	7.3%	\$4,303	4.58%	
<u>Education & Outreach:</u>								
64501	Field Meetings, Seminars & Workshops	\$23,500	2.1%	\$32,000	2.5%	(\$8,500)	-26.56%	
64502	Pine Tree Ranch Field Days	\$2,000	0.2%	\$6,000	0.5%	(\$4,000)	-66.67%	
64503	Grower Outreach	\$13,500	1.2%	\$19,200	1.5%	(\$5,700)	-29.69%	
	Education & Outreach Subtotal	\$39,000	3.5%	\$57,200	4.5%	(\$18,200)	-31.82%	
<u>Other:</u>								
64801	Dues, Sponsorships, & Reports	\$20,000	1.8%	\$25,000	2.0%	(\$5,000)	-20.00%	
64802	Grant Writing	\$2,500	0.2%	\$2,500	0.2%	\$0	0.00%	
64803	Travel	\$40,000	3.6%	\$40,000	3.1%	\$0	0.00%	
64804	Office Expense	\$16,500	1.5%	\$16,500	1.3%	\$0	0.00%	
64805	Committee Meeting Expense	\$5,000	0.4%	\$5,000	0.4%	\$0	0.00%	
	Other Industry Affairs Subtotal	\$84,000	7.5%	\$89,000	7.0%	(\$5,000)	-5.62%	
	Total Industry Affairs	\$1,118,703	100.0%	\$1,280,300	100.0%	(\$161,597)	-12.62%	

**CALIFORNIA AVOCADO COMMISSION
2021-22 PROJECTION & BUDGET
WITH COMPARISON TO 2020-21**

APPROVED BY CAC BOD 10/13/21

Department: Industry Affairs & Production Research

ACCT CODE	DEPT/ ACTIVITY	2021-22		2020-21		2021-22 vs. 2020-21		COMMENT
		PROJECTION	%	AMENDMENT #2	%	INCREASE (DECREASE)	PERCENT CHANGE	
<u>Pest & Disease Projects:</u>								
	Phenology of Avocado Infection by Botryosphaeria Branch Canker and Dieback and by Anthracnose Blight Disease	\$0	0.0%	\$67,697	18.8%	(\$67,697)	-100.00%	
65127		\$0	0.0%	\$67,697	18.8%	(\$67,697)	-100.00%	
65129	Proactive Management of Avocado Seed and Stem Feeding Weevils	\$50,000	14.4%	\$50,000	13.9%	\$0	0.00%	
65131	Phenology and ecology of avocado lace bug in Southern California	\$50,845	14.7%	\$0	0.0%	\$50,845	100.00%	
	Pest & Disease Project Subtotal	\$100,845	29.1%	\$117,697	32.6%	(\$16,852)	-14.32%	
<u>Breeding, Varieties, Genetics Projects:</u>								
65215	Commercial-Scale Field Testing and Potential Release of Rootstocks	\$135,000	38.9%	\$125,000	34.6%	\$10,000	8.00%	
	Breeding, Varieties, Genetics Projects Subtotal	\$135,000	38.9%	\$125,000	34.6%	\$10,000	8.00%	
<u>Cultural Management Projects:</u>								
65318	Opening Roads for Micropropagation of Avocado in California	\$0	0.0%	\$47,786	13.2%	(\$47,786)	-100.00%	
65319	Safety and Efficacy of Herbicides in Bearing Avocado Groves	\$10,864	3.1%	\$46,836	13.0%	(\$35,972)	-76.80%	
65320	Gem Avocado Scarring Study	\$0	0.0%	\$23,600	6.5%	(\$23,600)	-100.00%	
6532X	PLACEHOLDER - Chloride Mitigation Strategies	\$75,000	21.6%	\$0	0.0%	\$75,000	100.00%	
6532X	PLACEHOLDER - Soil Microbial Community Enhancement	\$25,000	7.2%	\$0	0.0%	\$25,000	100.00%	
	Cultural Management Projects Subtotal	\$110,864	32.0%	\$118,222	32.8%	(\$7,358)	-6.22%	
	Total Production Research	\$346,709	100.0%	\$360,919	100.0%	(\$14,210)	-3.94%	

Department: Grant Programs

ACCT CODE	DEPT/ ACTIVITY	2021-22		2020-21		2021-22 vs. 2020-21		COMMENT
		PROJECTION	%	AMENDMENT #2	%	INCREASE (DECREASE)	PERCENT CHANGE	
66020-91	USDA Grant-FAS MAP South Korea	\$200,000	53.3%	\$200,000	53.3%	\$0	0.00%	
66021-92	USDA Grant-FAS MAP China	\$175,000	46.7%	\$175,000	46.7%	\$0	0.00%	
	Total Grant Programs	\$375,000	100.0%	\$375,000	100.0%	\$0	0.00%	

**CALIFORNIA AVOCADO COMMISSION
2021-22 PROJECTION & BUDGET
WITH COMPARISON TO 2020-21**

APPROVED BY CAC BOD 10/13/21

Department: Administration

ACCT CODE	DEPT/ ACTIVITY	2021-22		2020-21		2021-22 vs. 2020-21		COMMENT
		PROJECTION	%	AMENDMENT #2	%	INCREASE (DECREASE)	PERCENT CHANGE	
Office Expense:								
71101 & 71102	Office Rent & Property Tax	\$142,790	4.1%	\$138,701	3.9%	\$4,089	2.95%	
71104	Offsite Storage	\$7,137	0.2%	\$7,080	0.2%	\$57	0.81%	
71111	Corporate Insurance	\$98,050	2.8%	\$89,000	2.5%	\$9,050	10.17%	
71121 - 71123	Office Expense, Supplies & Janitorial	\$38,835	1.1%	\$38,835	1.1%	\$0	0.00%	
71131	Utilities	\$16,540	0.5%	\$16,540	0.5%	\$0	0.00%	
71141	Bank & Payroll Fees	\$15,860	0.5%	\$15,860	0.4%	\$0	0.00%	
71151	Equipment Maintenance & Expense	\$27,600	0.8%	\$28,200	0.8%	(\$600)	-2.13%	
71161 - 71181	Telephone, Cell Phone, Postage & Courier Service	\$30,410	0.9%	\$30,470	0.9%	(\$60)	-0.20%	
	Office Expense Subtotal	\$377,222	10.9%	\$364,686	10.2%	\$12,536	3.44%	
Professional Fees:								
71201	CPA-Financial Audits	\$31,500	0.9%	\$30,975	0.9%	\$525	1.69%	
71203	CPA-Assessment Audits	\$20,738	0.6%	\$20,738	0.6%	\$0	0.00%	
71207	CDFA Fiscal and Compliance Audit	\$8,715	0.3%	\$16,605	0.5%	(\$7,890)	-47.52%	
71211	CDFA Charges	\$76,200	2.2%	\$76,200	2.1%	\$0	0.00%	
71221	USDA-AMS Charges	\$75,600	2.2%	\$75,600	2.1%	\$0	0.00%	
71231 - 71235	Legal & Other Professional	\$5,000	0.1%	\$5,000	0.1%	\$0	0.00%	
78301	Pension Admin & Legal	\$52,300	1.5%	\$49,300	1.4%	\$3,000	6.09%	
	Professional Fees Subtotal	\$270,053	7.8%	\$274,418	7.7%	(\$4,365)	-1.59%	
Personnel Expenses:								
71301	Salaries/Wages	\$1,875,000	54.3%	\$1,950,000	54.8%	(\$75,000)	-3.85%	
71311 - 71331	Pension, Payroll Tax & Benefits	\$646,392	18.7%	\$678,385	19.1%	(\$31,993)	-4.72%	
	Personnel Expenses Subtotal	\$2,521,392	73.0%	\$2,628,385	73.8%	(\$106,993)	-4.07%	
Commissioner Expenses:								
71401	District Meetings & Expenses	\$3,000	0.1%	\$3,000	0.1%	\$0	0.00%	
71402 & 71403	Travel, Lodging, Mileage, Meals & Entertainment	\$40,000	1.2%	\$40,000	1.1%	\$0	0.00%	
71404	Board Meeting Expenses	\$30,500	0.9%	\$30,500	0.9%	\$0	0.00%	
	Commissioner Expenses Subtotal	\$73,500	2.1%	\$73,500	2.1%	\$0	0.00%	
Information Technology:								
73001 & 73002	Network Maint., Hardware, Software & Licenses	\$48,610	1.4%	\$51,366	1.4%	(\$2,756)	-5.37%	
73003 & 73005	IT Support, Consulting & IT Service	\$55,000	1.6%	\$31,500	0.9%	\$23,500	74.60%	
73004	Accounting & Assessment System	\$7,910	0.2%	\$7,910	0.2%	\$0	0.00%	
	Information Technology Subtotal	\$111,520	3.2%	\$90,776	2.5%	\$20,744	22.85%	
Depreciation, Interest & Other Admin:								
78101	Admin Staff Travel	\$9,000	0.3%	\$9,000	0.3%	\$0	0.00%	
78201	Depreciation Expense	\$46,463	1.3%	\$51,480	1.4%	(\$5,017)	-9.75%	
78401 & 78501	Dues & Reg., Education, Training, Recruitment, Other	\$18,575	0.5%	\$18,325	0.5%	\$250	1.36%	
78601	Temporary Help	\$25,000	0.7%	\$50,000	1.4%	(\$25,000)	-50.00%	
	Depreciation, Interest & Other Admin Subtotal	\$99,038	2.9%	\$128,805	3.6%	(\$29,767)	-23.11%	
	Total Administration	\$3,452,725	100.0%	\$3,560,570	100.0%	(\$107,845)	-3.03%	