



# AGENDA

## California Avocado Commission Board of Directors Meeting

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### Meeting Information

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**Date:** November 18, 2021

**Time:** 9:00 a.m.

**Location:** Web/Teleconference

**Web/Teleconference URL:**

<https://californiaavocado.zoom.us/j/87905114902?pwd=Q1FWRUhWd1dqQS8rdHg5NDZjQ1h2QT09>

**Conference Call Number:** (669) 900-6833

**Meeting ID:** 879 0511 4902

**Passcode:** 881037

**Meeting materials will be posted online at least 24 hours prior to the meeting at:**

<https://www.californiaavocadogrowers.com/commission/meeting-agendas-minutes>

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### Board Member and Alternate Attendance

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As of Friday, November 12, 2021, the following individuals have advised the Commission they will participate in this meeting via web/teleconference:

Gary Caloroso

Jason Cole

Maureen Cottingham

Rob Grether

Jessica Hunter

Connor Huser

Ohannes Karaoghlanian

Rachael Laenen

Daniella Malfitano

Daryn Miller

Michael Perricone

Andrew Prechtl

Ryan Rochefort

Peter Shore

Charley Wolk

<b>Time</b>	<b>Item</b>
9:00 a.m.	<b>1. Call to Order – Ben Kardokus, CDFA Presiding</b> <ol style="list-style-type: none"> <li>a. Announcement of Election Results and Introduction of New Members and Alternates</li> <li>b. Roll Call/Quorum</li> </ol>
9:05 a.m.	<b>2. Opportunity for Public Comment</b> Any person may address the Board at this time on any subject within the jurisdiction of the California Avocado Commission.
9:15 a.m.	<b>3. Election of Officers</b> <ol style="list-style-type: none"> <li>a. Instructions on How Nominations and Voting for Board Officers will be Conducted</li> <li>b. Nominations and Election of Chairperson</li> </ol>
9:25 a.m.	<b>4. Chairperson Takes Gavel and Presides</b> <ol style="list-style-type: none"> <li>a. Nominations and Election of Vice-Chairperson, Secretary, and Treasurer</li> <li>b. Chairperson’s Opening Remarks</li> </ol>
9:40 a.m.	<b>5. Consent Calendar</b> <ol style="list-style-type: none"> <li>a. Consider approval of Board of Director’s meeting minutes of October 13, 2021</li> <li>b. Consider Approval of Proposed 2021-22 Meeting Schedule</li> <li>c. 2020-21 Financial and crop update</li> </ol>
9:45 a.m.	<b>6. Consider Succession Task Force Recommendation Regarding Executive Search Firm</b>
10:00 a.m.	<b>7. Consider Budget Amendment No. 1</b>
10:15 a.m.	<b>8. Marketing Report</b> <ol style="list-style-type: none"> <li>a. 2021 Media Results and Key Learning</li> <li>b. Campaign Creative Update</li> <li>c. Shop.CaliforniaAvocado.com Update</li> </ol>
11:15 a.m.	<b>9. Industry Affairs Report</b> <ol style="list-style-type: none"> <li>a. California Avocado Grower Profitability Study</li> </ol>
12:00 a.m.	<b>10. Recommend Two Members to Serve on the Hass Avocado Board Avocado Sustainability Advisory</b>
12:15 p.m.	<b>11. Adjourn Meeting</b>

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## **Disclosures**

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The times listed for each agenda item are estimated and subject to change. It is possible that some of the agenda items may not be able to be discussed prior to adjournment. Consequently, those items

will be rescheduled to appear on a subsequent agenda. All meetings of the California Avocado Commission are open to the public and subject to the Bagley-Keene Open Meeting Act.

All agenda items are subject to discussion and possible action. For more information, or to make a request regarding a disability-related modification or accommodation for the meeting, please contact April Aymami at 949-341-1955, California Avocado Commission, 12 Mauchly, Suite L, Irvine, CA 92618, or via email at [aaymami@avocado.org](mailto:aaymami@avocado.org). Requests for disability-related modification or accommodation for the meeting should be made at least 48 hours prior to the meeting time. For individuals with sensory disabilities, this document is available in Braille, large print, audiocassette or computer disk. This meeting schedule notice and agenda is available on the internet at <https://www.californiaavocadogrowers.com/commission/meeting-agendas-minutes> and <http://it.cdfa.ca.gov/igov/postings/detail.aspx?type=Notices>.

If you have questions on the above agenda, please contact April Aymami at [aaymami@avocado.org](mailto:aaymami@avocado.org) or 949-341-1955.

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### **Summary Definition of Conflict of Interest**

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It is each member's and alternate's responsibility to determine whether they have a conflict of interest and whether they should excuse themselves from a particular discussion or vote during a meeting. To assist you in this evaluation, the following *Summary Definition of Conflict of Interest* may be helpful.

A Commission *member or employee* has a conflict of interest in a decision of the Commission if it is reasonably foreseeable that the decision will have a material effect, financial or otherwise, on the member or employee or a member of his or her immediate family that is distinguishable from its effect on all persons subject to the Commission's jurisdiction.

No Commission member or employee shall make, or participate in making, any decision in which he or she knows or should know he or she has a conflict of interest.

No Commission member or employee shall, in any way, use his or her position to influence any decision in which he or she knows or should know he or she has a conflict of interest.



## BOARD ACTION

**ITEM 5.A:** CONSIDER APPROVAL OF BOARD OF DIRECTORS' MEETING MINUTES  
OF OCTOBER 13, 2021

**SUMMARY:**

The minutes of the Board of Directors' regular meeting of October 13, 2021 are attached for the Board's review and approval.

**FISCAL ANALYSIS:**

- Not applicable

**BOARD OPTIONS:**

- Adopt minutes as presented
- Amend minutes
- Take no action

**STAFF RECOMMENDATION:**

- Approve minutes as presented

**EXHIBITS / ATTACHMENTS:**

- Minutes of the Board of Directors' regular meeting of October 13, 2021

**CALIFORNIA AVOCADO COMMISSION  
BOARD MEETING MINUTES  
October 13, 2021**

A web/teleconference meeting of the California Avocado Commission (CAC) Board was held on Wednesday, October 13, 2021, with the following people present:

**MEMBERS PRESENT**

Gary Caloroso  
Jason Cole  
John Cornell  
Rob Grether  
Jessica Hunter  
Ohannes Karaoghlanian  
Rachael Laenen  
John Lloyd-Butler  
Daniella Malfitano  
Daryn Miller (*Douglas Alt.*)  
Andrew Prechtl  
Ryan Rochefort  
Peter Shore

**ALTERNATES PRESENT**

Maureen Cottingham  
Connor Huser  
Doug O'Hara  
Michael Perricone  
Charley Wolk

**MEMBERS ABSENT**

Randy Douglas

**ALTERNATES ABSENT**

None

**OFFICIALLY PRESENT**

Victoria Carpenter, USDA  
Ben Kardokus, CDFA  
George Soares, Kahn,  
Soares & Conway

**STAFF PRESENT**

Monica Arnett  
April Aymami  
Tom Bellamore  
Zac Benedict  
David Cruz  
Jan DeLyser  
Angela Fraser  
Stacia Kierulff  
Miriam Martinez  
Ken Melban  
Cristina Wede

**GUESTS PRESENT**

David Anderson  
Giovanna Angulo  
Carolyn Becker  
Emiliano Escobedo  
Candace Hollar  
Lauren Kelley  
Kim Kurata  
John Lamb  
Victoria McGee  
John McGuigan  
Marji Morrow  
Steven Muro  
Jill Netzel  
Laura Paden  
Martin Pagh Ludvigsen  
Lecia Rdzak  
Bryan Reugebrink  
Bob Schaar  
Sam Schaitberger  
Matt Schraut  
Catie Stoneberg

**ITEM #1 CALL TO ORDER**

**Roll Call / Establish Quorum – Item 1.A.**

Rob Grether, CAC chairman, called the meeting to order at 9:02 a.m. with a quorum present.

**Introductions**

April Aymami, CAC industry affairs director, announced the California Department of Food and Agriculture (CDFA) and US Department of Agriculture (USDA) representatives, CAC staff and known guests participating in the web/teleconference call. She asked for all other guests to announce themselves and recorded all participants in attendance.

**ITEM # 2 OPPORTUNITY FOR PUBLIC COMMENT**

Tom Bellamore, CAC president, stated effective January 31, 2022, he would be resigning from his position as President of the California Avocado Commission. He noted that this should give the Board ample time to find his successor and that he was providing this notice prior to the Board's Closed Session because he had not been included in Closed Session discussions as of late.

**ITEM #3 CLOSED SESSION REGARDING APPOINTMENT, EMPLOYMENT, EVALUATION OF PERFORMANCE, OR DISMISSAL OF AN EMPLOYEE PURSUANT TO CALIFORNIA GOVERNMENT CODE SECTION 11126(a)**

**President's Performance Review pursuant to Section 11126(a)(1) of the California Government Code – Item 3.A**

**The Board may go into closed session to discuss and make recommendations regarding appointment, employment or dismissal of an employee – Item 3.B**

Mr. Grether convened a Closed Session of board members, alternates, legal counsel and CDFA representative at 9:06 a.m.

Return to open session and announce action taken in closed session, if any – Item 3.C

Mr. Grether returned to open session at 10:30 a.m. and announced that the board had taken two actions during closed session:

1. Per CAC Bylaws, the Board had conducted its annual review of the president and voted to maintain Tom Bellamore's salary at the current level.
2. The Board voted to retain an executive search firm to conduct a review of internal and external candidates for the President/CEO position.

**ITEM # 4 CONSENT CALENDAR**

Mr. Grether introduced the consent calendar and asked for questions or comments. With no comments, the following motion was put forward:

**MOTION:**

***Move to approve Consent Calendar Items 4.A through 4.C as presented.  
(Cole/Malfitano) MSC Unanimous***

**MOTION 21-10-13-1**

The Consent Calendar is included in the October 2021 Board Packet and is attached to the permanent copy of these Minutes and identified as EXHIBIT A, Items 4.A through 4.C.

**ITEM # 5 TREASURER'S REPORT**

Consider Approval of Letter of Engagement from Macias Gini & O'Connell for Financial Audit Services – Item 5.A

Jason Cole, CAC treasurer, reported that the Finance Committee had met earlier in the week and reviewed the letters of engagement from Macias Gini & O'Connell for financial audit services and unanimously voted to recommend approval of the letters as presented.

**MOTION:**

***The CAC Board of Directors approves the MGO Letters of Engagement for Financial Audit Services as presented.  
(Rocheffort/Cornell) MSC Unanimous***

**MOTION 21-10-13-2**

The Letters of Engagement from Macias Gini & O'Connell are included in the October 2021 Board Packet and is attached to the permanent copy of these Minutes and identified as EXHIBIT A, Item 5.A.

Consider Finance Committee Recommendation on 2021-22 Budget and Assessment Rate – Item 5.B

Mr. Cole stated that the Finance Committee had also discussed the proposed 2021-22 budget and assessment rate with a unanimous recommendation to approve the budget as presented with 1.75% assessment rate.

Monica Arnett, CAC vice president of finance and administration, presented CAC's current financial position for 2020-21 which reflected a projected ending reserves balance of approximately \$9.6 million, over a million dollars less than budgeted due to a crop shortfall of 55 million pounds. She also provided the Finance Committee's recommended 2021-22 budget, based on a crop volume of 300 million pounds, projected price of \$1.25 per pound and level assessment rate of 1.75 percent. She noted that the proposed budget of \$14.8 million included \$9.5 million for marketing programs, \$1.5 for industry affairs and production research, \$3.5 million for administration with the remaining balance for grant programs. The proposed 2021-22 budget would draw down reserves by \$1.8 million to \$7.7 million at the end of the 2021-22 fiscal year.

**MOTION:**

***The CAC Board of Directors approves the 2021-22 budget as presented.  
(Lloyd-Butler/Karaoghlanian) MSC Unanimous***

**MOTION 21-10-13-3**

The CAC Current Financial Situation and Proposed 2021-22 Budget presentation is attached to the permanent copy of these Minutes and identified as EXHIBIT B.

**ITEM #6 PRESIDENT'S REPORT**

**Consider Approval of 2021-22 Proposed Action Plans and Budgets – Item 6.A**

Mr. Bellamore reported that the 2021-22 budget approved by the Board set the basis for the 2021-22 Business Plan that has been presented for Board approval. He noted that in August the Board directed management to build the business plan with \$9.5 million budgeted for marketing, which had been accomplished through reductions in the following program areas:

- \$800K – media placements
- \$200K – consumer public relations
- \$650K – merchandising
- \$190K – merchandise shop
- \$200K – foodservice

Mr. Bellamore stated that of the marketing reductions, consumer marketing (including media) was down \$1.34 million. He commented that he and CAC staff were available to answer any specific questions the Board had about the proposed plan.

Mr. Grether asked if the 2022 crop trended larger, with more volume and revenue, whether CAC would have the ability to expand programs in the spring. Jan DeLyser, CAC vice president of marketing, commented that the Marketing Committee tracks crop volume, both increases and decreases, in real time and if warranted would bring a recommendation to the Board for potential program adjustments. Mr. Grether also commented that the Board could discuss budget allocation between CAC departments in the spring prior to the development of the 2022-23 budget and business plan.

***MOTION:***

***The CAC Board of Directors approves the 2021-22 business plan as presented.  
(Laenen/Cole) MSC Unanimous***

**MOTION 21-10-13-4**

The 2021-22 Business Plan – Draft is included in the October 2021 Board Packet and is attached to the permanent copy of these Minutes and identified as EXHIBIT A, Item 6.A.

**ITEM #7 ESTABLISH ASSESSMENT RATE FOR 2021-22 FISCAL YEAR**

With discussion already taken place during the Treasurer's and President's Reports, there was no further discussion regarding the assessment rate and the following motion was offered:

***MOTION:***

***The CAC Board of Directors moves to set the 2021-22 Assessment Rate at 1.75% of the gross dollar value of sales for all varieties during any full or partial month the Federal Hass Avocado Promotion, Research, and Information Order (Order) is in effect, and at 3.61% of the gross dollar value of sales for all varieties during any full month the federal assessment under the Order is not in effect.***

***(Karaoghlanian/Cornell) MSC Unanimous***

**MOTION 21-10-13-5**

**ITEM #6 PRESIDENT'S REPORT (CONTINUED)**

Mr. Bellamore provided several updates to the Board, including:

- The 2021 PMA Fresh Summit Convention had been canceled and funds paid by CAC for this event would carry over to 2022 and not appear on 2021 income statement
- The USDA had completed their management review of Commission programs, which is typically conducted every three to four years, with no findings

- Tom, Jan and Ken presented an overview of CAC operations and programs to the HAB BOLD participants last week, which was well received
- AB 361 had recently passed which suspends provisions of the Bagley-Keene Open Meeting Act requiring a physical in-person location for meetings, allowing Boards and Commissions to continue operating via web/teleconference until January 31, 2022
- The November CAC Board meeting will be conducted as a hybrid meeting, with in-person participants able to attend at the Commission office in Irvine
- CAC has conferred with employment legal counsel regarding COVID protocols and, at the advice of counsel, will not currently require proof of vaccination for employees and will allow employees to continue operating remotely through the end of the year

Ken Melban, CAC vice president of industry affairs, then provided an overview of the results of the grower profitability survey conducted in September with responses due back mid-October. He noted that approximately 10 percent of commercial growers, representing approximately 10 percent of acreage, had responded, with preliminary top-line analysis indicating a positive net profit margin in each of the three years analyzed (2018, 2019 and 2020). He stated that Dr. Dennis Tootelian would attend the November CAC Board meeting to present the full report of his findings.

Mr. Grether thanked Mr. Bellamore and Mr. Melban for their management of the grower profitability survey and the Board for their work in reaching out to growers to encourage their participation in the survey. He stated that he was pleased with the response rate and hopeful that more work like this could be completed to help CAC develop meaningful programs for the industry.

The *Preliminary Top-Line Grower Profitability Study Results* are attached to the permanent copy of these Minutes and identified as EXHIBIT C.

#### **ITEM #8 CHAIRMAN'S REPORT**

##### **Recommend Member and Alternate to Serve on Hass Avocado Committee – Item 8.A.**

Mr. Grether asked Ms. Aymami to provide an overview of the Hass Avocado Board's request for a member and alternate to serve on the Hass Avocado Committee. Ms. Aymami stated that in the Board Packet was a letter from HAB Chairman Jorge Hernandez requesting the recommendation from CAC for a member and alternate to serve on the HAC for the one-year term beginning November 2021. She noted that John Lloyd-Butler and Rachael Laenen were serving as the current HAC member and alternate, respectively. Mr. Lloyd-Butler commented that he would not be able to continue serving as the HAC member, but that it had been an extremely valuable experience and allowed him to better understand the global avocado industry. Ms. Laenen said she would be happy to continue serving as the HAC alternate for another term.

#### **MOTION:**

***Move to recommend Ohannes Karaoghlanian as member and Rachael Laenen as alternate on the Hass Avocado Committee.***

***(Cornell/Cole) MSC Unanimous***

**MOTION 21-10-13-6**

The *Letter from HAB Chairman Jorge Hernandez Requesting HAC Representatives* is included in the October 2021 Board Packet and is attached to the permanent copy of these Minutes and identified as EXHIBIT A, Item 8.A.

#### **ADJOURN MEETING**

Mr. Grether asked for any additional comments from Board members.

Doug O'Hara, CAC alternate member, congratulated Angela Fraser on her promotion to CAC director trade and legal affairs. He also thanked Mr. Bellamore for his many years of service to CAC and the avocado industry.



California Avocado Commission  
Board Meeting Minutes  
October 13, 2021

Mr. Grether thanked outgoing Board members Randy Douglas and Doug O'Hara for their service on the CAC Board. He also commended Mr. Bellamore on his 27 years of service to the California avocado industry.

Mr. Grether adjourned the meeting at 11:08 a.m.

Respectfully submitted,

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April Aymami, CAC Industry Affairs Director

I certify that the above is a true statement of the Minutes of October 13, 2021, approved by the CAC Board of Directors on November 18, 2021.

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Jessica Hunter, CAC Board Secretary

**EXHIBITS ATTACHED TO THE PERMANENT COPY OF THESE MINUTES**

- EXHIBIT A    October 2021 Board Packet
- EXHIBIT B    CAC Current Financial Situation and Proposed 2021-22 Budget Presentation
- EXHIBIT C    Preliminary Top-Line Grower Profitability Study Results
- EXHIBIT D    October 13, 2021 Board Meeting AB 2720 Roll Call Vote Tally Summary



Exhibit D

**CALIFORNIA AVOCADO COMMISSION**  
**AB 2720 Roll Call Vote Tally Summary**  
*To be attached to the Meeting Minutes*

<b>Meeting Name:</b> <i>California Avocado Commission Regular Board Meeting</i>	<b>Meeting Location:</b> <i>Zoom Web/Teleconference</i>	<b>Meeting Date:</b> <i>October 13, 2021</i>
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<i>Attendees Who Voted</i>	<u><i>MOTION 21-10-13-1</i></u>	<u><i>MOTION 21-10-13-2</i></u>	<u><i>MOTION 21-10-13-3</i></u>	<u><i>MOTION 21-10-13-4</i></u>	<u><i>MOTION 21-10-13-5</i></u>	<u><i>MOTION 21-10-13-6</i></u>
Ryan Rochefort	Yea	Yea	Yea	Yea	Yea	Yea
Jessica Hunter	Yea	Yea	Yea	Yea	Yea	Yea
Ohannes Karaoghlanian	Yea	Yea	Yea	Yea	Yea	Yea
John Cornell	Yea	Yea	Yea	Yea	Yea	Yea
Rob Grether	Did Not Vote	Did Not Vote	Did Not Vote	Did Not Vote	Did Not Vote	Did Not Vote
John Lloyd-Butler	Yea	Yea	Yea	Yea	Yea	Yea
Jason Cole	Yea	Yea	Yea	Yea	Yea	Yea
Rachael Laenen	Yea	Yea	Yea	Yea	Yea	Yea
Daryn Miller	Yea	Yea	Yea	Yea	Did Not Vote	Did Not Vote
Andrew Prechtl	Yea	Yea	Yea	Yea	Yea	Yea
Peter Shore	Yea	Yea	Yea	Yea	Yea	Yea
Gary Caloroso	Yea	Yea	Yea	Yea	Yea	Yea
Daniella Malfitano	Yea	Yea	Yea	Yea	Yea	Did Not Vote
<b>Outcome</b>	<b>Unanimous</b>	<b>Unanimous</b>	<b>Unanimous</b>	<b>Unanimous</b>	<b>Unanimous</b>	<b>Unanimous</b>



**ITEM 5.B:      CONSIDER APPROVAL OF PROPOSED 2021-22 MEETING SCHEDULE**

**SUMMARY:**

The proposed 2021-22 meeting schedule consists of five regularly scheduled Board meetings. Management has reviewed the business conducted during regularly scheduled board meetings and recommends that the proposed meeting schedule provides adequate time to address business, while also meeting during key times of the fiscal year to review and provide input on marketing activities. On the attached schedule, major items of Board business across the year are included along with the meeting dates. As of this writing, all CAC Board meetings for 2022 are anticipated to be held at the CAC office in Irvine, CA.

At this time, CAC management intends to continue to monitor the status of COVID-19 and explore options for conducting in-person or virtual Annual Meeting formats with timing to be determined.

**FISCAL ANALYSIS:**

- The 2021-22 Commissioner Expense Budget, approved in October 2021, provides adequate resources for the 2021-22 meetings to be held in-person, as proposed

**BOARD OPTIONS:**

- Adopt the meeting schedule as proposed by management
- Modify the meeting schedule

**STAFF RECOMMENDATION:**

- Staff recommends Board adoption of the proposed meeting schedule

**EXHIBITS / ATTACHMENTS:**

- Proposed 2021-22 Meeting Schedule



## CALIFORNIA AVOCADO COMMISSION 2021-22 MEETING SCHEDULE

### November 18, 2021: BOARD MEETING

- Seating of new Board members
- Election of Board officers

### February 24, 2022: BOARD MEETING

- Committee appointments
- Fill Vacant Seats (if necessary)
- Financial Statement Audit Report
- Approval of Budget Amendment No. 1 (if necessary)
- Approval of CAC as Provider of Avocado Inspection Program Administrative services for the CDFA for the period from July 2022 through June 2023
- Review/Approval Regarding CAC Line of Credit
- Commencement of 2022-23 Planning Process

### May 19, 2022: BOARD MEETING

- Recommend Members/Alternate for Avocado Inspection Committee appointment
- Review of Corporate Insurance
- Continuation of 2022-23 Planning Process

### August 18, 2022: BOARD MEETING

- 2022-23 Financial / Crop Outlook
- Draft of 2022-23 Business Plan Objectives, Strategies and Tentative Budget
- Approval of Tentative 2022-23 Assessment Rate

### October 20, 2022: BOARD MEETING

- Approval of CPA Letter of Engagement
- Approval of 2022-23 Business Plan and Budget
- Approval of 2022-23 Assessment Rate
- President's Performance Review

### November 17, 2022: BOARD MEETING

- Seating of new Board members
- Election of Board officers

***\*CAC ANNUAL MEETING – CAC management will continue to monitor the status of COVID-19 and explore options for conducting in-person or virtual meeting formats with timing to be determined***

### Additional Industry Events:

#### *World Ag Expo*

- *February 8-10, 2022, Tulare, CA*

#### *Fruit Logistica*

- *February 9-11, 2022, Berlin*

#### *CPMA Convention + Trade Show*

- *April 5-7, 2022, Montreal*

#### *PMA Fresh Summit International Convention & Expo*

- *October 27-29, 2022, Orlando, FL*



# BOARD INFORMATION

**ITEM 5.C: 2020-21 FINANCIAL & CROP UPDATE**

**SUMMARY:**

**Financial Position and Operational Indicators**

The following are highlights taken from the Commission’s Statement of Net Position (Balance Sheet & Reserves) as of September 30, 2021 and Statement of Revenues, Expenses & Changes in Net Position (Income Statement) for the period then ended, with comparison to prior year’s figures:

	9/30/21	9/30/20
<b>Assets</b>		
Petty Cash	\$200	\$200
Cash in Bank–Checking Accounts	961,265	3,026,103
Investments (LAIF & MMA)	9,350,237	10,480,335
<b>Subtotal CAC Cash &amp; Investment</b>	<b>10,311,702</b>	<b>13,506,638</b>
Cash & Investments held for AIP	1,005,407	938,552
<b>Total Cash &amp; Investment</b>	<b>11,317,109</b>	<b>14,445,190</b>
Assessment Receivable	1,328,017	2,099,055
Other (Other Receivables, Prepaids and Fixed Assets)	254,965	248,686
<b>Total Assets</b>	<b>12,900,091</b>	<b>16,792,931</b>
<b>Liabilities &amp; Net Reserves</b>		
Accounts Payable and Accrued Expenses	474,487	710,508
Due to AIP	1,005,407	938,552
Other	218,204	194,154
<b>Total Liabilities</b>	<b>1,698,098</b>	<b>1,843,214</b>
Total Revenues	10,840,809	14,640,906
Total Expenditures	13,981,258	13,674,977
<b>YTD Surplus (Deficit)</b>	<b>(3,140,449)</b>	<b>965,929</b>
Net Reserves–Prior Periods	14,342,442	13,983,788
<b>Total Net Reserves</b>	<b>11,201,993</b>	<b>14,949,717</b>
<b>Total Liabilities &amp; Net Reserves</b>	<b>\$12,900,091</b>	<b>\$16,792,931</b>

### **Crop Statistics**

Handlers reported 268.7 million pounds of California avocados were harvested through September 2021 with an average price (per pound) reported at 1.21 dollars. An estimated 32 thousand pounds were harvested in October 2021 with an average price (per pound) of 1.77 dollars. This would bring the total harvested through October 2021 to 269 million pounds at an average price (per pound) of 1.21 dollars.

The attached year-to-date 2020-21 U.S. Aggregate Avocado Volume by Month Chart shows the actual crop volume for all countries of origin with prior year comparison.

### **FISCAL ANALYSIS:**

- Not applicable

### **BOARD OPTIONS:**

- Discussion item only

### **STAFF RECOMMENDATION:**

- Not applicable

### **EXHIBITS / ATTACHMENTS:**

- Balance Sheet and Reserves as of September 30, 2021
- Statement of Revenues and Expenses for the eleven months ending September 30, 2021
- 2020-21 Pounds & Dollars by Variety Report (November 2020 – September 2021)
- 2020-21 U.S. Aggregate Avocado Volume by Month Chart (November 2020 – September 2021)

**California Avocado Commission**  
**Statement of Net Position**  
As of September 30, 2021 (with Comparison to Prior Year)

	Current Year		Prior Year		Variance	
	Balance	%	Balance	%	Amount	%
<b>ASSETS</b>						
<b>Cash and Short Term Investments:</b>						
Petty Cash	200	0.00%	200	0.00%	-	0.00%
Cash in Bank	961,265	7.45%	3,026,103	18.02%	(2,064,838)	-68.23%
Cash in Bank-LAIF & Money Market	9,350,237	72.48%	10,480,335	62.41%	(1,130,098)	-10.78%
<b>Total CAC Cash and Short Term Investments</b>	<b>10,311,702</b>	<b>79.94%</b>	<b>13,506,638</b>	<b>80.43%</b>	<b>(3,194,936)</b>	<b>-23.65%</b>
Cash in Bank, LAIF & Money Market (held for .	1,005,407	7.79%	938,552	5.59%	66,855	7.12%
<b>Total Cash and Short Term Investments</b>	<b>11,317,109</b>	<b>87.73%</b>	<b>14,445,190</b>	<b>86.02%</b>	<b>(3,128,081)</b>	<b>-21.65%</b>
<b>Other Current Assets:</b>						
Assessment Receivable	1,328,017	10.29%	2,099,055	12.50%	(771,038)	-36.73%
Other Receivable	5,630	0.04%	3,861	0.02%	1,769	45.80%
Prepays	129,399	1.00%	107,700	0.64%	21,699	20.15%
Merchandise Shop Inventory	30,535	0.24%	-	0.00%	30,535	100.00%
<b>Total Other Current Assets</b>	<b>1,493,581</b>	<b>11.58%</b>	<b>2,210,616</b>	<b>13.16%</b>	<b>(717,035)</b>	<b>-32.44%</b>
<b>Total Current Assets</b>	<b>12,810,690</b>	<b>99.31%</b>	<b>16,655,806</b>	<b>99.18%</b>	<b>(3,845,116)</b>	<b>-23.09%</b>
<b>Fixed Assets:</b>						
Furniture	64,698	0.50%	97,047	0.58%	(32,349)	-33.33%
Software	-	0.00%	1,252	0.01%	(1,252)	-100.00%
Land Improvements	24,704	0.19%	38,827	0.23%	(14,123)	-36.37%
<b>Total Fixed Assets</b>	<b>89,402</b>	<b>0.69%</b>	<b>137,125</b>	<b>0.82%</b>	<b>(47,723)</b>	<b>-34.80%</b>
<b>Net Fixed Assets</b>	<b>89,402</b>	<b>0.69%</b>	<b>137,125</b>	<b>0.82%</b>	<b>(47,723)</b>	<b>-34.80%</b>
<b>Total Assets</b>	<b>12,900,091</b>	<b>100.00%</b>	<b>16,792,931</b>	<b>100.00%</b>	<b>(3,892,840)</b>	<b>-23.18%</b>
<b>LIABILITIES AND NET RESERVES</b>						
<b>Current Liabilities:</b>						
Accounts Payable & Accrued Expenses	474,487	27.94%	710,508	38.55%	(236,021)	-33.22%
Due to AIP	1,005,407	59.21%	938,552	50.92%	(66,855)	-7.12%
Other Payable (Vacation/Payroll/Sec. 125)	200,205	11.79%	172,960	9.38%	27,244	15.75%
Research Contract Payable	-	0.00%	3,194	0.17%	(3,194)	0.00%
<b>Total Current Liabilities</b>	<b>1,680,099</b>	<b>98.94%</b>	<b>1,825,214</b>	<b>99.02%</b>	<b>(145,116)</b>	<b>-7.95%</b>
<b>Long Term Liabilities:</b>						
Deposit Due to CDFA/AIP	18,000	1.06%	18,000	0.98%	-	0.00%
<b>Total Long Term Liabilities</b>	<b>18,000</b>	<b>1.06%</b>	<b>18,000</b>	<b>0.98%</b>	<b>-</b>	<b>0.00%</b>
<b>Total Liabilities</b>	<b>1,698,099</b>	<b>100.00%</b>	<b>1,843,214</b>	<b>100.00%</b>	<b>(145,116)</b>	<b>-7.87%</b>
<b>Net Reserves:</b>						
Net Reserves-Prior Periods	14,342,442	128.03%	13,983,788	93.54%	358,654	2.56%
Surplus (Deficit)-Current Period	(3,140,449)	-28.03%	965,929	6.46%	(4,106,378)	-425.12%
<b>Total Net Reserves</b>	<b>11,201,993</b>	<b>100.00%</b>	<b>14,949,717</b>	<b>100.00%</b>	<b>(3,747,724)</b>	<b>-25.07%</b>
<b>Total Liabilities and Net Reserves</b>	<b>12,900,091</b>	<b>100.00%</b>	<b>16,792,931</b>	<b>100.00%</b>	<b>(3,892,840)</b>	<b>-23.18%</b>

**California Avocado Commission**  
**Statement of Revenues, Expenses & Changes in Net Position (Surplus/Deficit)**  
**For the eleven months ending September 30, 2021 (with Comparison to Prior Year)**

	2020/2021		2019/2020		Current Year Vs Prior Year	
	Actual	%	Actual	%	Var-Fav(Unfav)	% of Change
<b>Revenues</b>						
<b>Assessment Revenues</b>						
CAC Assessment Revenue	5,584,362	51.5%	7,841,583	53.56%	(2,257,222)	-28.8%
HAB Assessment Revenue	5,038,098	46.5%	6,585,476	44.98%	(1,547,377)	-23.5%
<b>Subtotal Assessment Revenue</b>	<b>10,622,460</b>	<b>98.0%</b>	<b>14,427,059</b>	<b>98.54%</b>	<b>(3,804,599)</b>	<b>-26.4%</b>
<b>Other Revenues</b>						
Admin & Accounting Fee Revenue (AIP)	55,913	0.5%	55,913	0.38%	-	0.0%
Grant Funding	-	0.0%	3,519	0.02%	(3,519)	-100.0%
Pine Tree Ranch Crop Income	62,188	0.6%	65,965	0.45%	(3,776)	-5.7%
Interest and Other Income	85,418	0.8%	81,480	0.56%	3,938	4.8%
Merch Shop Income	14,829	0.1%	6,970	0.05%	7,859	112.8%
<b>Subtotal Other Revenues</b>	<b>218,349</b>	<b>2.0%</b>	<b>213,847</b>	<b>1.46%</b>	<b>4,502</b>	<b>2.1%</b>
<b>Total Revenue</b>	<b>10,840,809</b>	<b>100.0%</b>	<b>14,640,906</b>	<b>100.00%</b>	<b>(3,800,098)</b>	<b>-26.0%</b>
<b>Expenses</b>						
<b>Marketing Expenses</b>						
Consumer Marketing	6,382,318	46.0%	6,141,386	45.99%	(240,932)	-3.9%
Merchandising	1,663,357	12.0%	1,665,255	12.47%	1,897	0.1%
Foodservice	724,037	5.2%	590,264	4.42%	(133,773)	-22.7%
Consumer Public Relations	860,739	6.2%	888,831	6.66%	28,092	3.2%
Consumer/Trade Living Well	164,320	1.2%	126,766	0.95%	(37,554)	-29.6%
Marketing Activities Support	164,353	1.2%	111,994	0.84%	(52,358)	-46.8%
Merch Shop	108,955	0.8%	321,729	2.41%	212,773	66.1%
<b>Subtotal Marketing Expenses</b>	<b>10,068,079</b>	<b>72.6%</b>	<b>9,846,225</b>	<b>73.74%</b>	<b>(221,854)</b>	<b>-2.3%</b>
<b>Non-Marketing Expenses</b>						
Industry Affairs & Production Research	788,730	5.7%	805,361	6.03%	16,631	2.1%
Grant Programs	299,380	2.2%	145,265	1.09%	(154,114)	-106.1%
Administration	2,825,069	20.4%	2,878,126	21.55%	53,056	1.8%
<b>Subtotal Non-Marketing Expenses</b>	<b>3,913,179</b>	<b>28.2%</b>	<b>3,828,752</b>	<b>28.67%</b>	<b>(84,427)</b>	<b>-2.2%</b>
<b>Total Expenses</b>	<b>13,981,258</b>	<b>100.0%</b>	<b>13,674,977</b>	<b>100.00%</b>	<b>(306,280)</b>	<b>-2.2%</b>
<b>Surplus (Deficit)</b>	<b>(3,140,449)</b>	<b>100.0%</b>	<b>965,929</b>	<b>100.00%</b>	<b>(4,106,378)</b>	<b>425.1%</b>



**California Avocado Commission**  
**Statement of Revenues, Expenses & Changes in Net Position (Surplus/Deficit) - Actual vs. Budget**  
**For the eleven months ending September 30, 2021 (with Comparison to Budget)**

	YTD		YTD Budget	YTD Actual Vs YTD Budget		Annual Budget	YTD Actual Vs Annual Budget	
	Actual	%		Var-Fav(Unfav)	% of Budget		Var-Fav(Unfav)	% of Budget
<b>Revenues</b>								
<b>Assessment Revenues</b>								
CAC Assessment Revenue	5,584,362	51.51%	6,861,190	(1,276,828)	-18.61%	6,931,641	(1,347,279)	-19.44%
HAB Assessment Revenue	5,038,098	46.47%	6,360,260	(1,322,162)	-20.79%	6,422,812	(1,384,714)	-21.56%
<b>Subtotal Assessment Revenue</b>	<b>10,622,460</b>	<b>97.99%</b>	<b>13,221,450</b>	<b>(2,598,990)</b>	<b>-19.66%</b>	<b>13,354,453</b>	<b>(2,731,993)</b>	<b>-20.46%</b>
<b>Other Revenues</b>								
Admin & Accounting Fee Revenue (AIP)	55,913	0.52%	55,913	-	0.00%	61,000	(5,087)	-8.34%
Grant Funding	-	0.00%	-	-	0.00%	375,000	(375,000)	-100.00%
Pine Tree Ranch Crop Income	62,188	0.57%	37,500	24,688	65.84%	37,500	24,688	65.84%
From The Grove Income	63,400	0.58%	48,750	14,650	30.05%	65,000	(1,600)	-2.46%
Interest and Other Income	22,018	0.20%	13,750	8,268	60.13%	15,000	7,018	46.79%
Merchandise Shop Income	14,829	0.14%	174,482	(159,653)	-91.50%	190,358	(175,529)	-92.21%
<b>Subtotal Other Revenues</b>	<b>218,349</b>	<b>2.01%</b>	<b>330,395</b>	<b>(112,046)</b>	<b>-33.91%</b>	<b>743,858</b>	<b>(525,509)</b>	<b>-70.65%</b>
<b>Total Revenue</b>	<b>10,840,809</b>	<b>100.00%</b>	<b>13,551,845</b>	<b>(2,711,036)</b>	<b>-20.00%</b>	<b>14,098,311</b>	<b>(3,257,502)</b>	<b>-23.11%</b>
<b>Expenses</b>								
<b>Marketing Expenses</b>								
Consumer Marketing	6,382,318	45.65%	6,528,333	146,015	2.24%	6,713,665	331,347	4.94%
Merchandising	1,663,357	11.90%	2,076,788	413,431	19.91%	2,848,488	1,185,131	41.61%
Foodservice	724,037	5.18%	729,863	5,826	0.80%	970,000	245,963	25.36%
Consumer Public Relations	860,739	6.16%	967,149	106,410	11.00%	1,000,000	139,261	13.93%
Consumer/Trade Living Well	164,320	1.18%	191,600	27,280	14.24%	202,000	37,680	18.65%
Marketing Activities Support	164,353	1.18%	166,115	1,762	1.06%	201,375	37,022	18.38%
Merchandise Shop	108,955	0.78%	289,578	180,623	62.37%	304,854	195,899	64.26%
<b>Subtotal Marketing Expenses</b>	<b>10,068,079</b>	<b>72.01%</b>	<b>10,949,426</b>	<b>881,347</b>	<b>8.05%</b>	<b>12,240,382</b>	<b>2,172,303</b>	<b>17.75%</b>
<b>Non-Marketing Expenses</b>								
Industry Affairs & Production Research	788,730	5.64%	991,267	202,537	40.54%	1,641,219	852,489	102.21%
Grants	299,380	2.14%	300,345	965	0.32%	375,000	75,620	20.17%
Administration	2,825,069	20.21%	3,164,795	339,726	10.73%	3,560,570	735,501	20.66%
<b>Subtotal Non-Marketing Expenses</b>	<b>3,913,179</b>	<b>27.99%</b>	<b>4,456,407</b>	<b>543,228</b>	<b>12.19%</b>	<b>5,576,789</b>	<b>1,663,610</b>	<b>29.83%</b>
<b>Total Expenses</b>	<b>13,981,258</b>	<b>100.00%</b>	<b>15,405,833</b>	<b>1,424,575</b>	<b>9.25%</b>	<b>17,817,171</b>	<b>3,835,913</b>	<b>21.53%</b>
<b>Surplus (Deficit)</b>	<b>(3,140,449)</b>	<b>100.00%</b>	<b>(1,853,988)</b>	<b>(1,286,461)</b>	<b>69.39%</b>	<b>(3,718,860)</b>	<b>578,411</b>	<b>15.55%</b>

**California Avocado Commission**  
**Statement of Revenues, Expenses & Changes in Net Position (Surplus/Deficit) - Actual vs. Budget**  
**For the eleven months ending September 30, 2021 (with Comparison to Budget)**

	YTD		YTD Budget	YTD Actual Vs YTD Budget		Annual Budget	YTD Actual Vs Annual Budget	
	Actual	%		Var-Fav(Unfav)	% of Budget		Var-Fav(Unfav)	% of Budget
<b>Consumer Advertising</b>								
Media	4,027,073	28.80%	3,980,012	(47,061)	-1.18%	4,000,000	(27,073)	-0.68%
Production	332,942	2.38%	417,000	84,058	20.16%	425,000	92,058	21.66%
Online Marketing	421,376	3.01%	530,395	109,018	20.55%	542,200	120,824	22.28%
Program Administration	1,600,926	11.45%	1,600,926	-	0.00%	1,746,465	145,539	8.33%
<b>Subtotal Consumer Advertising</b>	<b>6,382,318</b>	<b>45.65%</b>	<b>6,528,333</b>	<b>146,015</b>	<b>2.24%</b>	<b>6,713,665</b>	<b>331,347</b>	<b>4.94%</b>
<b>Merchandising Promotions</b>								
Trade Relations	889,710	6.36%	1,179,463	289,753	24.57%	1,349,188	459,478	34.06%
Retail/Consumer Promotions	439,874	3.15%	506,750	66,876	13.20%	1,007,700	567,826	56.35%
Data, Research & Analysis	308,106	2.20%	356,155	48,049	13.49%	386,600	78,494	20.30%
Administration & Other	25,667	0.18%	34,420	8,753	25.43%	105,000	79,333	75.56%
<b>Subtotal Merchandising Promotions</b>	<b>1,663,357</b>	<b>11.90%</b>	<b>2,076,788</b>	<b>413,431</b>	<b>19.91%</b>	<b>2,848,488</b>	<b>1,185,131</b>	<b>41.61%</b>
<b>Foodservice</b>								
Media	107,414	0.77%	108,113	699	0.65%	110,100	2,686	2.44%
Public Relations & Collateral Materials	100,503	0.72%	100,500	(3)	0.00%	113,000	12,497	11.06%
Foodservice Events	219,418	1.57%	218,000	(1,418)	-0.65%	355,900	136,482	38.35%
Chain Promotions	254,967	1.82%	253,200	(1,767)	-0.70%	335,000	80,033	23.89%
Education Programs	960	0.01%	1,850	890	48.11%	2,000	1,040	52.00%
Program Administration Fees	40,774	0.29%	48,200	7,426	15.41%	54,000	13,226	24.49%
<b>Subtotal Foodservice</b>	<b>724,037</b>	<b>5.18%</b>	<b>729,863</b>	<b>5,826</b>	<b>0.80%</b>	<b>970,000</b>	<b>245,963</b>	<b>25.36%</b>
<b>Consumer Public Relations</b>								
Brand Advocates	288,624	2.06%	320,000	31,376	9.81%	330,000	41,376	12.54%
Public Relations	469,054	3.35%	537,999	68,945	12.82%	545,000	75,946	13.94%
Program Administration	103,061	0.74%	109,150	6,089	5.58%	125,000	21,939	17.55%
<b>Subtotal Public Relations</b>	<b>860,739</b>	<b>6.16%</b>	<b>967,149</b>	<b>106,410</b>	<b>11.00%</b>	<b>1,000,000</b>	<b>139,261</b>	<b>13.93%</b>
<b>Consumer/Trade Living Well</b>								
RDN Ambassadors	137,457	0.98%	150,100	12,643	8.42%	156,500	19,043	12.17%
Industry Partnerships	18,862	0.13%	33,500	14,638	43.69%	33,500	14,638	43.69%
Program Administration	8,000	0.06%	8,000	-	0.00%	12,000	4,000	33.33%
<b>Subtotal Consumer/Trade Living Well</b>	<b>164,320</b>	<b>1.18%</b>	<b>191,600</b>	<b>27,280</b>	<b>14.24%</b>	<b>202,000</b>	<b>37,680</b>	<b>18.65%</b>
<b>Marketing Activities Support</b>								
Marketing Planning	89,353	0.64%	91,115	1,762	1.93%	115,875	26,522	22.89%
Center for Produce Safety	50,000	0.36%	50,000	-	0.00%	50,000	-	0.00%
"Buy California" Marketing Campaign	25,000	0.18%	25,000	-	0.00%	25,000	-	0.00%
Festivals	-	0.00%	-	-	0.00%	10,500	10,500	100.00%
<b>Subtotal Marketing Activities Support</b>	<b>164,353</b>	<b>1.18%</b>	<b>166,115</b>	<b>1,762</b>	<b>1.06%</b>	<b>201,375</b>	<b>37,022</b>	<b>18.38%</b>
<b>Merchandise Shop</b>								
Cost of Goods Sold	35,148	0.25%	98,664	63,516	64.38%	107,960	72,812	67.44%
Expenses - Variable	4,877	0.03%	56,663	51,786	91.39%	61,814	56,937	92.11%
Expenses - Fees	68,930	0.49%	134,251	65,321	48.66%	135,080	66,150	48.97%
<b>Subtotal Merchandise Shop</b>	<b>108,955</b>	<b>0.78%</b>	<b>289,578</b>	<b>180,623</b>	<b>62.37%</b>	<b>304,854</b>	<b>195,899</b>	<b>64.26%</b>
<b>Subtotal Marketing Expenses</b>	<b>10,068,079</b>	<b>72.01%</b>	<b>10,949,426</b>	<b>881,347</b>	<b>8.05%</b>	<b>12,240,382</b>	<b>2,172,303</b>	<b>17.75%</b>

**California Avocado Commission**  
**Statement of Revenues, Expenses & Changes in Net Position (Surplus/Deficit) - Actual vs. Budget**  
**For the eleven months ending September 30, 2021 (with Comparison to Budget)**

	YTD		YTD Budget	YTD Actual Vs YTD Budget		Annual Budget	YTD Actual Vs Annual Budget	
	Actual	%		Var-Fav(Unfav)	% of Budget		Var-Fav(Unfav)	% of Budget
<b>Industry Affairs</b>								
AMRIC Operation	84,052	0.60%	88,975	4,923	5.53%	147,500	63,448	43.02%
Crop Forecasting & Analysis	53,989	0.39%	107,200	53,211	49.64%	121,200	67,211	55.45%
Grower Database	3,580	0.03%	8,000	4,420	55.25%	8,000	4,420	55.25%
Grove ID GIS Project Dmnt	4,379	0.03%	2,600	(1,779)	-68.43%	20,000	15,621	78.10%
Online Information (Grower Web Site)	32,759	0.23%	60,050	27,291	45.45%	70,500	37,741	53.53%
Publications	66,248	0.47%	79,160	12,912	16.31%	104,000	37,752	36.30%
Annual Meeting	-	0.00%	20,000	20,000	100.00%	20,000	20,000	100.00%
Annual Report	12,982	0.09%	10,000	(2,982)	-29.82%	10,000	(2,982)	-29.82%
Water Issues	-	0.00%	-	-	0.00%	25,000	25,000	100.00%
Field/Technical Support	8,510	0.06%	8,525	15	0.18%	65,000	56,490	86.91%
Research Program Coordination & Outre	91,686	0.66%	91,700	14	0.02%	120,000	28,314	23.59%
Legislative & Regulatory Advocacy	66,741	0.48%	66,740	(1)	0.00%	175,000	108,259	61.86%
Product Registrations	-	0.00%	-	-	0.00%	4,000	4,000	100.00%
Sustainability Project	5,000	0.04%	5,000	-	0.00%	50,000	45,000	90.00%
Elections	3,752	0.03%	9,000	5,248	58.31%	10,000	6,248	62.48%
Legal Support	59,433	0.43%	22,000	(37,433)	-170.15%	25,000	(34,433)	-137.73%
Governance Support	8,198	0.06%	19,000	10,802	56.85%	45,000	36,802	81.78%
Referendum	365	0.00%	15,000	14,635	97.57%	15,000	14,635	97.57%
Redistricting	630	0.00%	5,000	4,370	87.40%	5,000	4,370	87.40%
Field Meetings, Seminars & Workshops	1,400	0.01%	1,400	-	0.00%	32,000	30,600	95.63%
Pine Tree Ranch Field Days	419	0.00%	400	(19)	-4.64%	6,000	5,581	93.02%
Grower Outreach	2,088	0.01%	2,100	12	0.58%	19,200	17,112	89.13%
Coalition Dues, Sponsorship & Reports	18,340	0.13%	18,340	-	0.00%	25,000	6,660	26.64%
Grant Writing	-	0.00%	-	-	0.00%	2,500	2,500	100.00%
Travel	1,216	0.01%	33,000	31,784	96.31%	40,000	38,784	96.96%
Office Expense	1,316	0.01%	10,450	9,134	87.40%	16,500	15,184	92.02%
Committee Meeting Expense	-	0.00%	-	-	0.00%	5,000	5,000	100.00%
<b>Demonstration Grove</b>								
Pine Tree - Rent	21,590	0.15%	21,590	-	0.00%	23,600	2,010	8.52%
Pine Tree - Grove Management	26,859	0.19%	31,800	4,941	15.54%	40,000	13,141	32.85%
Pine Tree - Utilities	4,144	0.03%	4,950	806	16.28%	5,400	1,256	23.25%
Pine Tree - Property Tax & Insurance	1,757	0.01%	2,310	553	23.95%	2,500	743	29.73%
Pine Tree - Misc Expenses	12,744	0.09%	12,325	(419)	-3.40%	15,000	2,256	15.04%
Pine Tree - Crop Harvesting	10,293	0.07%	5,400	(4,893)	-90.61%	5,400	(4,893)	-90.61%
Pine Tree - Crop Hauling	-	0.00%	500	500	100.00%	500	500	100.00%
Pine Tree - CAC Assessment	1,088	0.01%	750	(338)	-45.11%	750	(338)	-45.11%
Pine Tree - HAB Assessment	1,317	0.01%	750	(567)	-75.56%	750	(567)	-75.56%
<b>Subtotal Pine Tree Demonstrati</b>	<b>79,792</b>	<b>0.57%</b>	<b>80,375</b>	<b>583</b>	<b>0.73%</b>	<b>93,900</b>	<b>14,108</b>	<b>15.02%</b>
<b>Subtotal Industry Affairs</b>	<b>606,875</b>	<b>4.34%</b>	<b>764,015</b>	<b>157,140</b>	<b>20.57%</b>	<b>1,280,300</b>	<b>673,425</b>	<b>52.60%</b>
<b>Production Research</b>								
Phenology of Avocado Infection by Botry	50,773	0.36%	50,773	-	0.00%	67,697	16,924	25.00%
Proactive Mgmt of Avocado Seed and St	-	0.00%	-	-	0.00%	50,000	50,000	100.00%
Phenology and Ecology of Avocado Lace	-	0.00%	-	-	0.00%	-	-	0.00%
Commercial-Scale Field Testing of Advan	86,250	0.62%	93,750	7,500	8.00%	125,000	38,750	31.00%
Opening Roads for Micropropagation of /	23,797	0.17%	23,893	96	0.40%	47,786	23,989	50.20%
Safety and Efficacy of Herbicides in Bear	21,035	0.15%	46,836	25,801	55.09%	46,836	25,801	55.09%
Gem Avocado Scarring Study	-	0.00%	12,000	12,000	100.00%	23,600	23,600	100.00%
<b>Subtotal Production Research</b>	<b>181,855</b>	<b>1.30%</b>	<b>227,252</b>	<b>45,397</b>	<b>19.98%</b>	<b>360,919</b>	<b>179,064</b>	<b>49.61%</b>
<b>Grants</b>								
USDA Grant-FAS MAP South Korea	184,997	1.32%	185,331	334	0.18%	200,000	15,003	7.50%
USDA Grant-FAS MAP China	114,383	0.82%	115,014	631	0.55%	175,000	60,617	34.64%
<b>Subtotal Grants</b>	<b>299,380</b>	<b>2.14%</b>	<b>300,345</b>	<b>965</b>	<b>0.32%</b>	<b>375,000</b>	<b>75,620</b>	<b>20.17%</b>

**California Avocado Commission**  
**Statement of Revenues, Expenses & Changes in Net Position (Surplus/Deficit) - Actual vs. Budget**  
**For the eleven months ending September 30, 2021 (with Comparison to Budget)**

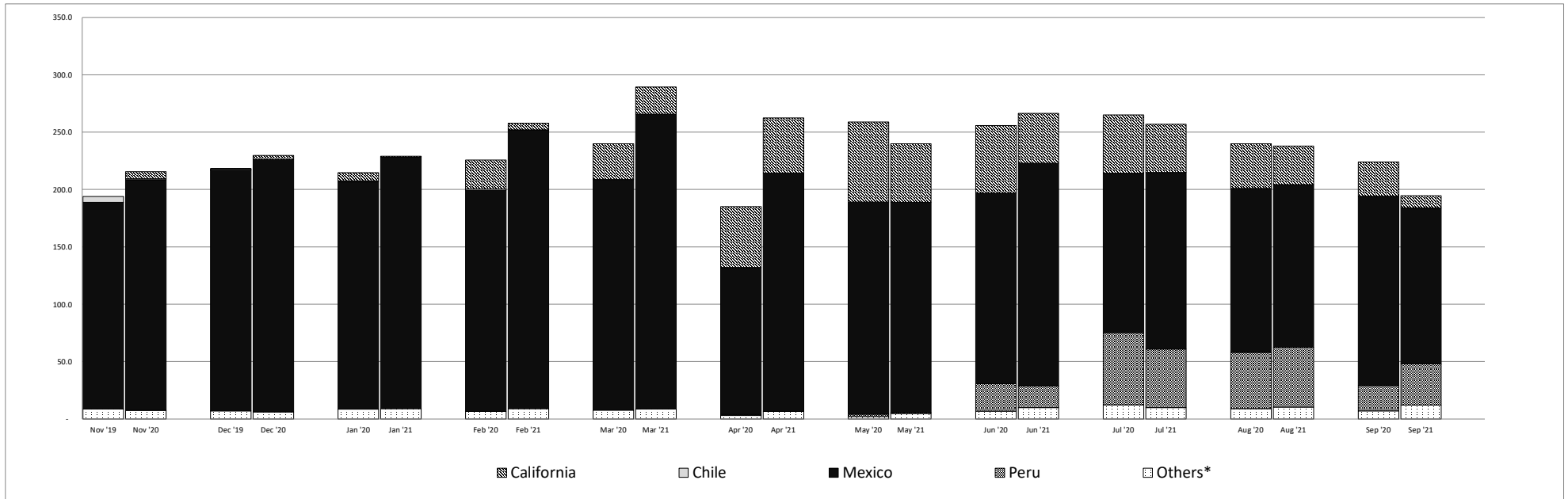
	YTD		YTD Budget	YTD Actual Vs YTD Budget		Annual Budget	YTD Actual Vs Annual Budget	
	Actual	%		Var-Fav(Unfav)	% of Budget		Var-Fav(Unfav)	% of Budget
<b>Administration</b>								
Rent-Office-CAM, Ins, Prop Tax-Mauchly	126,758	0.91%	127,070	312	0.25%	138,701	11,943	8.61%
Rent-Offsite Storage	6,435	0.05%	6,490	55	0.85%	7,080	645	9.11%
Corporate Insurance	88,089	0.63%	89,000	911	1.02%	89,000	911	1.02%
Office Expense, Supplies & Janitorial	13,141	0.09%	22,225	9,084	40.88%	38,835	25,694	66.16%
Utilities	9,743	0.07%	15,495	5,752	37.12%	16,540	6,797	41.09%
Bank Fees	10,725	0.08%	13,530	2,805	20.73%	15,860	5,135	32.38%
Equip Maint. & Exp. and Capital Lease Ir	18,599	0.13%	24,325	5,726	23.54%	28,200	9,601	34.05%
Telephone & Postage	18,369	0.13%	27,150	8,781	32.34%	30,470	12,101	39.71%
CPA-Financial Audits	30,461	0.22%	30,975	514	1.66%	30,975	514	1.66%
CPA-Assessment Audits	45,745	0.33%	20,738	(25,007)	-120.59%	20,738	(25,007)	-120.59%
CDFA-Fiscal and Compliance Audit	8,000	0.06%	16,605	8,605	51.82%	16,605	8,605	51.82%
California Dept. of Food & Agriculture	53,410	0.38%	70,350	16,940	24.08%	76,200	22,790	29.91%
U.S. Dept. of Agriculture (AMS)	51,297	0.37%	69,600	18,303	26.30%	75,600	24,303	32.15%
Legal & Other Professional	550	0.00%	550	-	0.00%	5,000	4,450	89.00%
Salaries/Wages	1,610,680	11.52%	1,786,000	175,320	9.82%	1,950,000	339,320	17.40%
Pension, Payroll Tax & Benefits	555,102	3.97%	606,714	51,612	8.51%	678,385	123,283	18.17%
Board Member District Meetings & Exper	-	0.00%	-	-	0.00%	3,000	3,000	100.00%
Board Member Entertainment	-	0.00%	-	-	0.00%	2,000	2,000	100.00%
Board Member Travel, Lodging, Mileage,	-	0.00%	-	-	0.00%	38,000	38,000	100.00%
Board Meeting Expenses	(2,485)	-0.02%	26,750	29,235	109.29%	30,500	32,985	108.15%
Network Maint., Hardware, Software & Li	37,988	0.27%	41,648	3,660	8.79%	51,366	13,378	26.05%
IT Support & Consulting and Other Servi	17,668	0.13%	25,340	7,672	30.28%	31,500	13,832	43.91%
Accounting & Assessment System	4,044	0.03%	4,050	6	0.14%	7,910	3,866	48.87%
Administration Staff Travel	-	0.00%	8,250	8,250	100.00%	9,000	9,000	100.00%
Depreciation Expense	43,433	0.31%	47,190	3,757	7.96%	51,480	8,047	15.63%
Pension Admin & Legal	26,929	0.19%	34,300	7,371	21.49%	49,300	22,371	45.38%
Dues, Reg, Education, Recruitment & Otl	6,479	0.05%	6,500	21	0.33%	18,325	11,846	64.65%
Temporary Help	43,909	0.31%	43,950	41	0.09%	50,000	6,091	12.18%
<b>Subtotal Administration</b>	<b>2,825,069</b>	<b>20.21%</b>	<b>3,164,795</b>	<b>339,726</b>	<b>10.73%</b>	<b>3,560,570</b>	<b>735,501</b>	<b>20.66%</b>
<b>Total Expenses</b>	<b>13,981,258</b>	<b>100.00%</b>	<b>15,405,833</b>	<b>1,424,575</b>	<b>9.25%</b>	<b>17,817,171</b>	<b>3,835,913</b>	<b>21.53%</b>
<b>Surplus (Deficit)</b>	<b>(3,140,449)</b>	<b>100.00%</b>	<b>(1,853,988)</b>	<b>(1,286,461)</b>	<b>69.39%</b>	<b>(3,718,860)</b>	<b>578,411</b>	<b>15.55%</b>

## CALIFORNIA AVOCADO COMMISSION POUNDS & DOLLARS BY VARIETY

November 2020 Through September 2021

Month	Hass Pounds	Lamb Pounds	Gem Pounds	Others Pounds	Total Pounds	Hass Dollars	Lamb Dollars	Gem Dollars	Others Dollars	Total Dollars	Avg \$/Lb
Nov 2020	5,977,035	1,567	0	24,345	6,002,947	\$4,620,733	\$3,821	\$	\$21,353	\$4,645,907	\$0.774
Dec 2020	3,476,394	51	0	94,434	3,570,879	\$2,539,032	\$203	\$	\$54,342	\$2,593,577	\$0.726
Jan 2021	884,650		0	39,095	923,745	\$438,382	0	\$	\$25,474	\$463,856	\$0.502
<b>1st QTR</b>	<b>10,338,079</b>	<b>1,618</b>	<b>0</b>	<b>157,874</b>	<b>10,497,571</b>	<b>\$7,598,147</b>	<b>\$4,024</b>	<b>0</b>	<b>\$101,169</b>	<b>\$7,703,340</b>	<b>\$0.734</b>
Feb 2021	5,692,407		0	75,852	5,768,259	\$5,481,457	0	\$	\$35,721	\$5,517,178	\$0.956
Mar 2021	23,588,570		87,218	33,952	23,709,740	\$29,024,828	0	\$115,019	\$20,061	\$29,159,908	\$1.230
Apr 2021	46,595,937	637	824,926	554,068	47,975,568	\$56,227,241	0	\$1,033,152	\$667,781	\$57,928,174	\$1.207
<b>2nd QTR</b>	<b>75,876,914</b>	<b>637</b>	<b>912,144</b>	<b>663,872</b>	<b>77,453,567</b>	<b>\$90,733,526</b>	<b>0</b>	<b>\$1,148,171</b>	<b>\$723,563</b>	<b>\$92,605,260</b>	<b>\$1.196</b>
<b>1st Half</b>	<b>86,214,993</b>	<b>2,255</b>	<b>912,144</b>	<b>821,746</b>	<b>87,951,138</b>	<b>\$98,331,673</b>	<b>\$4,024</b>	<b>\$1,148,171</b>	<b>\$824,732</b>	<b>\$100,308,600</b>	<b>\$1.141</b>
May 2021	50,000,458		1,216,612	20,832	51,237,902	\$58,890,048	0	\$1,397,560	\$7,261	\$60,294,869	\$1.177
Jun 2021	42,874,541	174,219	275,966	168,306	43,493,032	\$49,038,487	\$215,105	\$299,742	\$184,921	\$49,738,255	\$1.144
Jul 2021	35,515,194	6,342,322	0	61,832	41,919,348	\$42,170,505	\$7,266,162	\$	\$74,393	\$49,511,060	\$1.181
<b>3rd QTR</b>	<b>128,390,193</b>	<b>6,516,541</b>	<b>1,492,578</b>	<b>250,970</b>	<b>136,650,282</b>	<b>\$150,099,040</b>	<b>\$7,481,267</b>	<b>\$1,697,302</b>	<b>\$266,575</b>	<b>\$159,544,184</b>	<b>\$1.168</b>
Aug 2021	29,534,500	3,751,463	82,408	142,738	33,511,109	\$43,327,333	\$4,962,694	\$125,506	\$199,975	\$48,615,508	\$1.451
Sep 2021	10,223,109	306,720	12,809	45,713	10,588,351	\$16,934,477	\$496,238	\$18,895	\$75,594	\$17,525,204	\$1.655
<b>4th QTR</b>	<b>39,757,609</b>	<b>4,058,183</b>	<b>95,217</b>	<b>188,451</b>	<b>44,099,460</b>	<b>\$60,261,810</b>	<b>\$5,458,932</b>	<b>\$144,401</b>	<b>\$275,569</b>	<b>\$66,140,712</b>	<b>\$1.500</b>
<b>2nd Half</b>	<b>168,147,802</b>	<b>10,574,724</b>	<b>1,587,795</b>	<b>439,421</b>	<b>180,749,742</b>	<b>\$210,360,850</b>	<b>\$12,940,199</b>	<b>\$1,841,703</b>	<b>\$542,144</b>	<b>\$225,684,896</b>	<b>\$1.249</b>
<b>Total</b>	<b>254,362,795</b>	<b>10,576,979</b>	<b>2,499,939</b>	<b>1,261,167</b>	<b>268,700,880</b>	<b>\$308,692,523</b>	<b>\$12,944,223</b>	<b>\$2,989,874</b>	<b>\$1,366,876</b>	<b>\$325,993,496</b>	<b>\$1.213</b>
Year-to-Date % of Crop	94.66%	3.94%	.93%	.47%	100.00%	94.69%	3.97%	.92%	.42%	100.00%	
Year-to-Date Average \$/lb						\$1.214	\$1.224	\$1.196	\$1.084	\$1.213	

**2020-21 FISCAL YEAR  
WITH PRIOR YEAR COMPARISON  
U. S. AGGREGATE AVOCADO VOLUME BY MONTH  
All Varieties (million lbs.)**



	Actual Nov '19	Actual Nov '20	Actual Dec '19	Actual Dec '20	Actual Jan '20	Actual Jan '21	Actual Feb '20	Actual Feb '21	Actual Mar '20	Actual Mar '21	Actual Apr '20	Actual Apr '21	Actual May '20	Actual May '21	Actual Jun '20	Actual Jun '21	Actual Jul '20	Actual Jul '21	Actual Aug '20	Actual Aug '21	Actual Sep '20	Actual Sep '21	YTD Total 2019-20	YTD Total 2020-21	Total 2019-20
California	-	6.0	0.1	3.6	7.1	0.9	25.3	5.8	31.1	23.7	53.2	48.0	69.8	51.2	59.0	43.5	50.8	41.9	38.7	33.5	29.8	10.5	364.9	268.6	375.4
Chile	5.0	1.0	1.0	-	1.0	-	1.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8.0	1.0	9.0
Mexico	180.0	201.0	210.0	220.0	198.0	219.0	193.0	243.0	201.0	257.0	128.0	208.0	185.0	183.0	166.0	194.0	139.0	154.0	143.0	142.0	165.0	136.0	1,908.0	2,157.0	2,110.0
Peru	-	-	-	-	-	-	-	-	-	-	1.0	-	2.0	1.0	24.0	19.0	63.0	51.0	49.0	52.0	22.0	36.0	161.0	159.0	163.0
Others*	8.8	7.4	6.9	6.1	8.6	9.0	6.4	9.0	7.7	8.7	2.9	6.4	2.0	4.7	6.7	9.8	12.2	9.9	9.0	10.3	7.0	12.0	78.2	93.3	87.4
<b>TOTAL</b>	<b>193.8</b>	<b>215.4</b>	<b>218.0</b>	<b>229.7</b>	<b>214.7</b>	<b>228.9</b>	<b>225.7</b>	<b>257.8</b>	<b>239.8</b>	<b>289.4</b>	<b>185.1</b>	<b>262.4</b>	<b>258.8</b>	<b>239.9</b>	<b>255.7</b>	<b>266.3</b>	<b>265.0</b>	<b>256.8</b>	<b>239.7</b>	<b>237.8</b>	<b>223.8</b>	<b>194.5</b>	<b>2,520.1</b>	<b>2,678.9</b>	<b>2,744.8</b>

\* Others = Florida and Dominican Republic

\*\* California is not final as of this report date

Source(s): CA = California Avocado Commission  
Chile = Hass Avocado Board  
Mexico = Hass Avocado Board  
Peru = Hass Avocado Board  
Others = USDA AMS and FATUS databases



**ITEM 7:        CONSIDER APPROVAL OF BUDGET AMENDMENT #1**

**SUMMARY:**

Management has prepared Budget Amendment #1 which reflects an increase in the Grant Programs budget of \$100,000 that would be fully offset utilizing recently awarded USDA grant funds. These funds have been provided with intended purpose of facilitating a market development program in China.

Budget Amendment #1 also includes an increase in the Administration department budget for \$150,000 to engage an executive search firm to provide recruitment services for the position of President.

**FISCAL ANALYSIS:**

- Budget Amendment #1 increases spending by \$250,000, \$100,000 of which would be offset by USDA grant funds awarded.

**BOARD OPTIONS:**

- Adopt Budget Amendment #1 as presented.
- Modify the proposed budget and approve the modifications.
- Take no action.

**STAFF RECOMMENDATION:**

- Management recommends approval of Budget Amendment #1.

**EXHIBITS / ATTACHMENTS:**

- Draft CAC 2021-22 Budget Amendment #1.

**CALIFORNIA AVOCADO COMMISSION  
2021-22 BUDGET  
AMENDMENT #1**

ACCT CODE	REVENUES:	2021-22		2021-22		ORIGINAL vs AMEND #1		COMMENT
		AMEND #1	%	BUDGET	%	INCREASE (DECREASE)	PERCENT CHANGE	
40001	CAC Assessment Revenue	\$6,398,438	48.8%	\$6,398,438	49.2%	\$0	0.00%	Assessment rate 1.75%, crop size 300 MM lbs, price \$1.25
40011	HAB 85% Rebate Assessment Revenue	\$5,928,750	45.2%	\$5,928,750	45.6%	\$0	0.00%	
	<b>Subtotal Assessment Revenues</b>	<b>\$12,327,188</b>	<b>94.0%</b>	<b>\$12,327,188</b>	<b>94.8%</b>	<b>\$0</b>	<b>0.00%</b>	
42001	Administration & Accounting Fee Revenue (AIP)	\$61,000	0.5%	\$61,000	0.5%	\$0	0.00%	
46010	Grant Funding	\$475,000	3.6%	\$375,000	2.9%	\$100,000	26.67%	Increase for Grant funding
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%	\$112,500	0.9%	\$0	0.00%	
47000	California Avocado Merchandise Shop Income	\$53,621	0.4%	\$53,621	0.4%	\$0	0.00%	
	<b>Subtotal Other Revenues</b>	<b>\$782,121</b>	<b>6.0%</b>	<b>\$682,121</b>	<b>5.2%</b>	<b>\$100,000</b>	<b>14.66%</b>	
	<b>Total Revenues</b>	<b>\$13,109,309</b>	<b>100.0%</b>	<b>\$13,009,309</b>	<b>100.0%</b>	<b>\$100,000</b>	<b>0.77%</b>	
ACCT CODE	EXPENDITURES: Marketing Programs	2021-22	%	2021-22	%	INCREASE (DECREASE)	PERCENT CHANGE	COMMENT
51000 & 55000	Consumer Marketing	\$5,375,000	35.7%	\$5,375,000	36.3%	\$0	0.00%	
54000	Consumer Public Relations	\$785,000	5.2%	\$785,000	5.3%	\$0	0.00%	
54000	Consumer/Trade Living Well	\$145,000	1.0%	\$145,000	1.0%	\$0	0.00%	
52000	Merchandising	\$2,194,035	14.6%	\$2,194,035	14.8%	\$0	0.00%	
53000	Foodservice	\$772,500	5.1%	\$772,500	5.2%	\$0	0.00%	
59000	Marketing Activities Support	\$112,500	0.7%	\$112,500	0.8%	\$0	0.00%	
57000	California Avocado Merchandise Shop	\$147,330	1.0%	\$147,330	1.0%	\$0	0.00%	
	<b>Subtotal Marketing Programs</b>	<b>\$9,531,365</b>	<b>63.2%</b>	<b>\$9,531,365</b>	<b>64.3%</b>	<b>\$0</b>	<b>0.00%</b>	
EXPENDITURES: Non-Marketing Programs								
64000 & 65000	Industry Affairs & Production Research	\$1,465,412	9.7%	\$1,465,412	9.9%	\$0	0.00%	
66010	Grant Programs	\$475,000	3.2%	\$375,000	2.5%	\$100,000	26.67%	Increase for Grant funding
70000	Administration	\$3,602,725	23.9%	\$3,452,725	23.3%	\$150,000	4.34%	See details below
	<b>Subtotal Non-Marketing Programs</b>	<b>\$5,543,137</b>	<b>36.8%</b>	<b>\$5,293,137</b>	<b>35.7%</b>	<b>\$250,000</b>	<b>4.72%</b>	
	<b>Total Expenditures</b>	<b>\$15,074,502</b>	<b>100.0%</b>	<b>\$14,824,502</b>	<b>100.0%</b>	<b>\$250,000</b>	<b>1.69%</b>	
	<b>Excess Of Revenues Over (Under) Expenditures</b>	<b>(\$1,965,194)</b>	<b>-15.0%</b>	<b>(\$1,815,194)</b>	<b>-14.0%</b>	<b>(\$150,000)</b>	<b>8.26%</b>	
	<b>Estimated Beginning Reserves - Nov. 1</b>	\$10,623,582		\$10,623,582		\$0	0.00%	
	<b>Estimated Ending Reserves - Oct. 31</b>	<b>\$8,658,389</b>		<b>\$8,808,389</b>		<b>(\$150,000)</b>	<b>-1.70%</b>	



**CALIFORNIA AVOCADO COMMISSION  
2021-22 BUDGET  
AMENDMENT #1**

Department: Marketing

ACCT CODE	DEPT/ACTIVITY	2021-22 AMEND #1		2021-22 BUDGET		ORIGINAL vs AMEND #1		COMMENT
			%		%	INCREASE (DECREASE)	PERCENT CHANGE	
<b>Consumer Marketing:</b>								
51001	Media	\$3,200,000	33.6%	\$3,200,000	33.6%	\$0	0.00%	
51002	Production	\$197,305	2.1%	\$197,305	2.1%	\$0	0.00%	
55XXX	Online Marketing	\$411,890	4.3%	\$411,890	4.3%	\$0	0.00%	
51801 & 57002	Program Administration	\$1,565,805	16.4%	\$1,565,805	16.4%	\$0	0.00%	
<b>Consumer Marketing Subtotal</b>		<b>\$5,375,000</b>	<b>56.4%</b>	<b>\$5,375,000</b>	<b>56.4%</b>	<b>\$0</b>	<b>0.00%</b>	
<b>Consumer Public Relations:</b>								
5400X & 5420X	Brand Advocates	\$339,800	3.6%	\$339,800	3.6%	\$0	0.00%	
5400X & 541XX	Public Relations	\$321,700	3.4%	\$321,700	3.4%	\$0	0.00%	
5480X	Program Administration	\$123,500	1.3%	\$123,500	1.3%	\$0	0.00%	
<b>Consumer Public Relations Subtotal</b>		<b>\$785,000</b>	<b>8.2%</b>	<b>\$785,000</b>	<b>8.2%</b>	<b>\$0</b>	<b>0.00%</b>	
<b>Consumer/Trade Living Well:</b>								
54206	Living Well Brand Advocates	\$113,700	1.2%	\$113,700	1.2%	\$0	0.00%	
54201	Industry Partnerships	\$21,300	0.2%	\$21,300	0.2%	\$0	0.00%	
54802	Program Administration	\$10,000	0.1%	\$10,000	0.1%	\$0	0.00%	
<b>Consumer/Trade Living Well Subtotal</b>		<b>\$145,000</b>	<b>1.5%</b>	<b>\$145,000</b>	<b>1.5%</b>	<b>\$0</b>	<b>0.00%</b>	
<b>Merchandising:</b>								
520XX	Trade Relations	\$1,001,500	10.5%	\$1,001,500	10.5%	\$0	0.00%	
521XX & 523XX	Retail & Consumer Promotions	\$813,835	8.5%	\$813,835	8.5%	\$0	0.00%	
522XX	Data, Research & Analysis	\$293,700	3.1%	\$293,700	3.1%	\$0	0.00%	
524XX	Administration & Other	\$85,000	0.9%	\$85,000	0.9%	\$0	0.00%	
<b>Merchandising Subtotal</b>		<b>\$2,194,035</b>	<b>23.0%</b>	<b>\$2,194,035</b>	<b>23.0%</b>	<b>\$0</b>	<b>0.00%</b>	
<b>Foodservice:</b>								
53001	Media	\$79,300	0.8%	\$79,300	0.8%	\$0	0.00%	
53101	Public Relations & Collateral Materials	\$56,800	0.6%	\$56,800	0.6%	\$0	0.00%	
53103	Foodservice Events	\$279,700	2.9%	\$279,700	2.9%	\$0	0.00%	
53104	Chain Promotions	\$300,700	3.2%	\$300,700	3.2%	\$0	0.00%	
53105	Education Programs	\$2,000	0.0%	\$2,000	0.0%	\$0	0.00%	
5380X	Program Administration	\$54,000	0.6%	\$54,000	0.6%	\$0	0.00%	
<b>Foodservice Subtotal</b>		<b>\$772,500</b>	<b>8.1%</b>	<b>\$772,500</b>	<b>8.1%</b>	<b>\$0</b>	<b>0.00%</b>	
<b>Marketing Activities Support:</b>								
51803	Marketing Planning	\$87,500	0.9%	\$87,500	0.9%	\$0	0.00%	
51003	Buy California Marketing Agreement	\$25,000	0.3%	\$25,000	0.3%	\$0	0.00%	
<b>Marketing Activities Support Subtotal</b>		<b>\$112,500</b>	<b>1.2%</b>	<b>\$112,500</b>	<b>1.2%</b>	<b>\$0</b>	<b>0.00%</b>	
<b>California Avocado Merchandise Shop:</b>								
57XXX	Cost of Goods Sold	\$13,000	0.1%	\$13,000	0.1%	\$0	0.00%	
577XX & 57900	Expenses - Variable	\$19,275	0.2%	\$19,275	0.2%	\$0	0.00%	
5780X	Expenses - Fees	\$115,055	1.2%	\$115,055	1.2%	\$0	0.00%	
<b>California Avocado Merchandise Shop Subtotal</b>		<b>\$147,330</b>	<b>1.5%</b>	<b>\$147,330</b>	<b>1.5%</b>	<b>\$0</b>	<b>0.00%</b>	
<b>Total Marketing</b>		<b>\$9,531,365</b>	<b>100.0%</b>	<b>\$9,531,365</b>	<b>100.0%</b>	<b>\$0</b>	<b>0.00%</b>	

**CALIFORNIA AVOCADO COMMISSION  
2021-22 BUDGET  
AMENDMENT #1**

Department: Industry Affairs & Production Research

ACCT CODE	DEPT/ACTIVITY	2021-22 AMEND #1		2021-22 BUDGET		ORIGINAL vs AMEND #1		COMMENT
			%		%	INCREASE (DECREASE)	PERCENT CHANGE	
<b><u>Industry Statistics And Information:</u></b>								
64001	AMRIC Operation	\$86,500	7.7%	\$86,500	7.7%	\$0	0.00%	
64002	Crop Forecasting and Analysis	\$145,000	13.0%	\$145,000	13.0%	\$0	0.00%	
64003	Grower Database	\$5,000	0.4%	\$5,000	0.4%	\$0	0.00%	
64004	Grove Identification GIS Project Development	\$20,000	1.8%	\$20,000	1.8%	\$0	0.00%	
	<b>Industry Statistics And Information Subtotal</b>	<b>\$256,500</b>	<b>22.9%</b>	<b>\$256,500</b>	<b>22.9%</b>	<b>\$0</b>	<b>0.00%</b>	
<b><u>Grower Communications:</u></b>								
64105	Online Information	\$46,000	4.1%	\$46,000	4.1%	\$0	0.00%	
64106	Publications	\$104,000	9.3%	\$104,000	9.3%	\$0	0.00%	
64107	Annual Meeting	\$20,000	1.8%	\$20,000	1.8%	\$0	0.00%	
64108	Annual Report	\$12,000	1.1%	\$12,000	1.1%	\$0	0.00%	
	<b>Grower Communications Subtotal</b>	<b>\$182,000</b>	<b>16.3%</b>	<b>\$182,000</b>	<b>16.3%</b>	<b>\$0</b>	<b>0.00%</b>	
<b><u>Issues Management:</u></b>								
64201	Water Issues	\$25,000	2.2%	\$25,000	2.2%	\$0	0.00%	
64202	Field/Technical Support	\$65,000	5.8%	\$65,000	5.8%	\$0	0.00%	
64204	Research Program Coordination & Outreach	\$120,000	10.7%	\$120,000	10.7%	\$0	0.00%	
64206	Legislative & Regulatory Advocacy	\$125,000	11.2%	\$125,000	11.2%	\$0	0.00%	
64208	Product Registrations	\$4,000	0.4%	\$4,000	0.4%	\$0	0.00%	
64211	Sustainability Project	\$50,000	4.5%	\$50,000	4.5%	\$0	0.00%	
	<b>Issues Management Subtotal</b>	<b>\$389,000</b>	<b>34.8%</b>	<b>\$389,000</b>	<b>34.8%</b>	<b>\$0</b>	<b>0.00%</b>	
<b><u>Legal/Governance:</u></b>								
64301	Elections	\$10,000	0.9%	\$10,000	0.9%	\$0	0.00%	
64302	Legal Support	\$40,000	3.6%	\$40,000	3.6%	\$0	0.00%	
64303	Governance Support	\$20,000	1.8%	\$20,000	1.8%	\$0	0.00%	
	<b>Legal/Governance Subtotal</b>	<b>\$70,000</b>	<b>6.3%</b>	<b>\$70,000</b>	<b>6.3%</b>	<b>\$0</b>	<b>0.00%</b>	
<b><u>Demonstration Grove:</u></b>								
64401	Pine Tree - Rent	\$24,384	2.2%	\$24,384	2.2%	\$0	0.00%	
64402	Pine Tree - Grove Management	\$40,000	3.6%	\$40,000	3.6%	\$0	0.00%	
64403	Pine Tree - Utilities	\$5,400	0.5%	\$5,400	0.5%	\$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%	\$5,000	0.4%	\$0	0.00%	
64406 - 64409	Pine Tree - Harvesting, Hauling, CAC & HAB Assessments	\$20,919	1.9%	\$20,919	1.9%	\$0	0.00%	
	<b>Demonstration Grove Subtotal</b>	<b>\$98,203</b>	<b>8.8%</b>	<b>\$98,203</b>	<b>8.8%</b>	<b>\$0</b>	<b>0.00%</b>	
<b><u>Education &amp; Outreach:</u></b>								
64501	Field Meetings, Seminars & Workshops	\$23,500	2.1%	\$23,500	2.1%	\$0	0.00%	
64502	Pine Tree Ranch Field Days	\$2,000	0.2%	\$2,000	0.2%	\$0	0.00%	
64503	Grower Outreach	\$13,500	1.2%	\$13,500	1.2%	\$0	0.00%	
	<b>Education &amp; Outreach Subtotal</b>	<b>\$39,000</b>	<b>3.5%</b>	<b>\$39,000</b>	<b>3.5%</b>	<b>\$0</b>	<b>0.00%</b>	
<b><u>Other:</u></b>								
64801	Dues, Sponsorships, & Reports	\$20,000	1.8%	\$20,000	1.8%	\$0	0.00%	
64802	Grant Writing	\$2,500	0.2%	\$2,500	0.2%	\$0	0.00%	
64803	Travel	\$40,000	3.6%	\$40,000	3.6%	\$0	0.00%	
64804	Office Expense	\$16,500	1.5%	\$16,500	1.5%	\$0	0.00%	
64805	Committee Meeting Expense	\$5,000	0.4%	\$5,000	0.4%	\$0	0.00%	
	<b>Other Industry Affairs Subtotal</b>	<b>\$84,000</b>	<b>7.5%</b>	<b>\$84,000</b>	<b>7.5%</b>	<b>\$0</b>	<b>0.00%</b>	
	<b>Total Industry Affairs</b>	<b>\$1,118,703</b>	<b>100.0%</b>	<b>\$1,118,703</b>	<b>100.0%</b>	<b>\$0</b>	<b>0.00%</b>	

**CALIFORNIA AVOCADO COMMISSION  
2021-22 BUDGET  
AMENDMENT #1**

**Department: Industry Affairs & Production Research**

ACCT CODE	DEPT/ ACTIVITY	2021-22		2021-22		ORIGINAL vs AMEND #1		COMMENT
		AMEND #1	%	BUDGET	%	INCREASE (DECREASE)	PERCENT CHANGE	
<b><u>Pest &amp; Disease Projects:</u></b>								
65129	Proactive Management of Avocado Seed and Stem Feeding Weevils	\$50,000	14.4%	\$50,000	14.4%	\$0	0.00%	
65131	Phenology and ecology of avocado lace bug in Southern California	\$50,845	14.7%	\$50,845	14.7%	\$0	0.00%	
	<b>Pest &amp; Disease Project Subtotal</b>	<b>\$100,845</b>	<b>29.1%</b>	<b>\$100,845</b>	<b>29.1%</b>	<b>\$0</b>	<b>0.00%</b>	
<b><u>Breeding, Varieties, Genetics Projects:</u></b>								
65215	Commercial-Scale Field Testing and Potential Release of Rootstocks	\$135,000	38.9%	\$135,000	38.9%	\$0	0.00%	
	<b>Breeding, Varieties, Genetics Projects Subtotal</b>	<b>\$135,000</b>	<b>38.9%</b>	<b>\$135,000</b>	<b>38.9%</b>	<b>\$0</b>	<b>0.00%</b>	
<b><u>Cultural Management Projects:</u></b>								
65319	Safety and Efficacy of Herbicides in Bearing Avocado Groves	\$10,864	3.1%	\$10,864	3.1%	\$0	0.00%	
6532X	PLACEHOLDER - Chloride Mitigation Strategies	\$75,000	21.6%	\$75,000	21.6%	\$0	0.00%	
6532X	PLACEHOLDER - Soil Microbial Community Enhancement	\$25,000	7.2%	\$25,000	7.2%	\$0	0.00%	
	<b>Cultural Management Projects Subtotal</b>	<b>\$110,864</b>	<b>32.0%</b>	<b>\$110,864</b>	<b>32.0%</b>	<b>\$0</b>	<b>0.00%</b>	
	<b>Total Production Research</b>	<b>\$346,709</b>	<b>100.0%</b>	<b>\$346,709</b>	<b>100.0%</b>	<b>\$0</b>	<b>0.00%</b>	

**Department: Grant Programs**

ACCT CODE	DEPT/ ACTIVITY	2021-22		2021-22		ORIGINAL vs AMEND #1		COMMENT
		AMEND #1	%	BUDGET	%	INCREASE (DECREASE)	PERCENT CHANGE	
66020-91	USDA Grant-FAS MAP South Korea	\$200,000	42.1%	\$200,000	53.3%	\$0	0.00%	
66021-92	USDA Grant-FAS MAP China	\$275,000	57.9%	\$175,000	46.7%	\$100,000	57.14%	Increase for Grant funding
	<b>Total Grant Programs</b>	<b>\$475,000</b>	<b>100.0%</b>	<b>\$375,000</b>	<b>100.0%</b>	<b>\$100,000</b>	<b>26.67%</b>	

**CALIFORNIA AVOCADO COMMISSION  
2021-22 BUDGET  
AMENDMENT #1**

Department: Administration

ACCT CODE	DEPT/ACTIVITY	2021-22 AMEND #1		2021-22 BUDGET		ORIGINAL vs AMEND #1		COMMENT
			%		%	INCREASE (DECREASE)	PERCENT CHANGE	
<b>Office Expense:</b>								
71101 & 71102	Office Rent & Property Tax	\$142,790	4.0%	\$142,790	4.1%	\$0	0.00%	
71104	Offsite Storage	\$7,137	0.2%	\$7,137	0.2%	\$0	0.00%	
71111	Corporate Insurance	\$98,050	2.7%	\$98,050	2.8%	\$0	0.00%	
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	0.4%	\$15,860	0.5%	\$0	0.00%	
71151	Equipment Maintenance & Expense	\$27,600	0.8%	\$27,600	0.8%	\$0	0.00%	
71161 - 71181	Telephone, Cell Phone, Postage & Courier Service	\$30,410	0.8%	\$30,410	0.9%	\$0	0.00%	
	<b>Office Expense Subtotal</b>	<b>\$377,222</b>	<b>10.5%</b>	<b>\$377,222</b>	<b>10.9%</b>	<b>\$0</b>	<b>0.00%</b>	
<b>Professional Fees:</b>								
71201	CPA-Financial Audits	\$31,500	0.9%	\$31,500	0.9%	\$0	0.00%	
71203	CPA-Assessment Audits	\$20,738	0.6%	\$20,738	0.6%	\$0	0.00%	
71207	CDFA Fiscal and Compliance Audit	\$8,715	0.2%	\$8,715	0.3%	\$0	0.00%	
71211	CDFA Charges	\$76,200	2.1%	\$76,200	2.2%	\$0	0.00%	
71221	USDA-AMS Charges	\$75,600	2.1%	\$75,600	2.2%	\$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%	\$52,300	1.5%	\$0	0.00%	
	<b>Professional Fees Subtotal</b>	<b>\$270,053</b>	<b>7.5%</b>	<b>\$270,053</b>	<b>7.8%</b>	<b>\$0</b>	<b>0.00%</b>	
<b>Personnel Expenses:</b>								
71301	Salaries/Wages	\$1,875,000	52.0%	\$1,875,000	54.3%	\$0	0.00%	
71311 - 71331	Pension, Payroll Tax & Benefits	\$646,392	17.9%	\$646,392	18.7%	\$0	0.00%	
	<b>Personnel Expenses Subtotal</b>	<b>\$2,521,392</b>	<b>70.0%</b>	<b>\$2,521,392</b>	<b>73.0%</b>	<b>\$0</b>	<b>0.00%</b>	
<b>Commissioner Expenses:</b>								
71401	District Meetings & Expenses	\$3,000	0.1%	\$3,000	0.1%	\$0	0.00%	
71402 & 71403	Travel, Lodging, Mileage, Meals & Entertainment	\$40,000	1.1%	\$40,000	1.2%	\$0	0.00%	
71404	Board Meeting Expenses	\$30,500	0.8%	\$30,500	0.9%	\$0	0.00%	
	<b>Commissioner Expenses Subtotal</b>	<b>\$73,500</b>	<b>2.0%</b>	<b>\$73,500</b>	<b>2.1%</b>	<b>\$0</b>	<b>0.00%</b>	
<b>Information Technology:</b>								
73001 & 73002	Network Maint., Hardware, Software & Licenses	\$48,610	1.3%	\$48,610	1.4%	\$0	0.00%	
73003 & 73005	IT Support, Consulting & IT Service	\$55,000	1.5%	\$55,000	1.6%	\$0	0.00%	
73004	Accounting & Assessment System	\$7,910	0.2%	\$7,910	0.2%	\$0	0.00%	
	<b>Information Technology Subtotal</b>	<b>\$111,520</b>	<b>3.1%</b>	<b>\$111,520</b>	<b>3.2%</b>	<b>\$0</b>	<b>0.00%</b>	
<b>Depreciation, Interest &amp; Other Admin:</b>								
78101	Admin Staff Travel	\$9,000	0.2%	\$9,000	0.3%	\$0	0.00%	
78201	Depreciation Expense	\$46,463	1.3%	\$46,463	1.3%	\$0	0.00%	
78401 - 78501	Dues & Reg., Education, Training, Recruitment, Other	\$168,575	4.7%	\$18,575	0.5%	\$150,000	807.54%	Increase for executive search firm fees
78601	Temporary Help	\$25,000	0.7%	\$25,000	0.7%	\$0	0.00%	
	<b>Depreciation, Interest &amp; Other Admin Subtotal</b>	<b>\$249,038</b>	<b>6.9%</b>	<b>\$99,038</b>	<b>2.9%</b>	<b>\$150,000</b>	<b>151.46%</b>	
	<b>Total Administration</b>	<b>\$3,602,725</b>	<b>100.0%</b>	<b>\$3,452,725</b>	<b>100.0%</b>	<b>\$150,000</b>	<b>4.34%</b>	



## BOARD INFORMATION

### ITEM 8:    MARKETING REPORT

#### SUMMARY:

##### CALIFORNIA AVOCADO COMMISSION DASHBOARD – 2020-21 YEAR-END UPDATE

- The Dashboard provides an in-depth overview of the performance of the Commission's marketing programs from November 1, 2020 through October 31, 2021

#### FISCAL ANALYSIS:

- N/A

#### BOARD OPTIONS:

- Information only

#### STAFF RECOMMENDATION:

- N/A

#### EXHIBITS / ATTACHMENTS:

- CAC Dashboard Update Through October 31, 2021



HOME	REVENUE	CONSUMER ADVERTISING	ONLINE MARKETING	CONSUMER PR	CONSUMER/ TRADE LIVING WELL	RETAIL	FOODSERVICE	RESEARCH
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**KEY PERFORMANCE INDICATORS: NOVEMBER 2020 THROUGH OCTOBER 2021**

**\$1.21**

Average Selling Price

Category Average Selling Price per Unit for the 4-weeks ending October 3, 2021

**333.3 Million**

Consumer Media Impressions

Includes offline, online and social media impressions through October 2021

**918.8 Million**

Consumer PR Impressions

Media coverage secured with print, broadcast and online media outlets, as well as retailer communications through October 2021

**49.7 Million**

Trade Media and Public Relations Impressions

Positive direct CAC trade media and public relations circulation through October 2021

**1.65 Million**

Consumer Website Visits

Engagement from our visitors increased this year. The number of pages they viewed per visit increased by 4% and the average visitor spent 11% more time on the site

**13**

Foodservice Chain Promotions

Number of Foodservice chain promotions completed (81 chains contacted)



HOME	REVENUE	CONSUMER ADVERTISING	ONLINE MARKETING	CONSUMER PR	CONSUMER/ TRADE LIVING WELL	RETAIL	FOODSERVICE	RESEARCH
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**REVENUE: CROP MOVEMENT AND MEASURES**

**U.S. Hass Avocado Supply (November-October)**

Origin	2020/21		2019/20		2018/19	
	Volume (MM lbs)	Est. % Complete*	Volume (MM lbs)	% Complete	Volume (MM lbs)	% Complete
California	257	103%	373	100%	216	99%
Chile	4	187%	9	100%	53	100%
Mexico	2,332	98%	2,103	100%	2,017	100%
Peru	177	77%	161	100%	178	100%
Other	9	134%	9	100%	11	100%
<b>Total</b>	<b>2,779</b>	<b>97%</b>	<b>2,655</b>	<b>100%</b>	<b>2,475</b>	<b>100%</b>
*based on current projections					Source: HAB/CAC	



HOME REVENUE CONSUMER ADVERTISING ONLINE MARKETING CONSUMER PR CONSUMER/ TRADE LIVING WELL RETAIL FOODSERVICE RESEARCH

## REVENUE: CROP MOVEMENT AND MEASURES

California Avocado Grade and Size Distribution - This Year vs. Last Year											
		November 1 -October 31, 2021					November 1 - October 31, 2020				
		Size %	(millions)		Avg Lug \$	%	Size %	(millions)		Avg Lug \$	%
Grade	Size		Pounds	Dollars				Pounds	Dollars		
Hass #1 Conv	40	8%	17.5	31.3	\$ 45.55	2%	11%	33.8	54.8	\$ 41.24	2%
	48	35%	74.6	134.2	\$ 45.52	1%	37%	115.3	187.5	\$ 41.03	1%
	60	28%	60.1	92.8	\$ 39.22	1%	25%	78.9	113.4	\$ 36.27	1%
	70	16%	34.1	40.2	\$ 29.90	1%	13%	39.3	43.7	\$ 28.00	1%
	84	8%	16.8	16.5	\$ 24.67	1%	6%	18.6	16.4	\$ 22.20	1%
	Other	6%	12.1				8%	26.4			
	All	100%	215.1	332.9	\$ 39.21	1%		312.4	455.1	\$ 36.79	1%
Hass #2s	All		19.7	23.6	\$ 30.84	3%		24.9	24.5	\$ 26.13	6%
Hass Organic #1	All		18.8	41.5	\$ 56.17	2%		32.3	67.7	\$ 53.12	1%

California Avocado Region Distribution - This Year vs. Last Year											
All Varieties		November 1 -October 31, 2021					November 1 - October 31, 2020				
		Region %	(millions)		Avg Lug \$	%	Region %	(millions)		Avg Lug \$	%
Region	Region %		Pounds	Dollars				Pounds	Dollars		
EAST CENTRAL	3%	6.8	10.1	\$ 38.17	3%	3%	12.9	19.7	\$ 38.89	2%	
NORTHEAST	2%	6.6	11.4	\$ 43.12	1%	3%	11.0	17.1	\$ 39.39	1%	
PACIFIC	83%	219.3	341.9	\$ 39.68	2%	77%	290.4	420.9	\$ 36.89	2%	
SOUTHEAST	3%	7.8	14.1	\$ 45.43	0%	5%	20.1	32.1	\$ 40.06	1%	
SOUTHWEST	3%	7.6	11.9	\$ 39.75	2%	4%	14.2	20.9	\$ 37.24	1%	
WEST CENTRAL	3%	7.8	11.7	\$ 37.94	1%	5%	17.4	26.2	\$ 37.78	0%	
EXPORT	4%	9.9	16.1	\$ 41.51	2%	3%	12.9	21.1	\$ 40.93	0%	





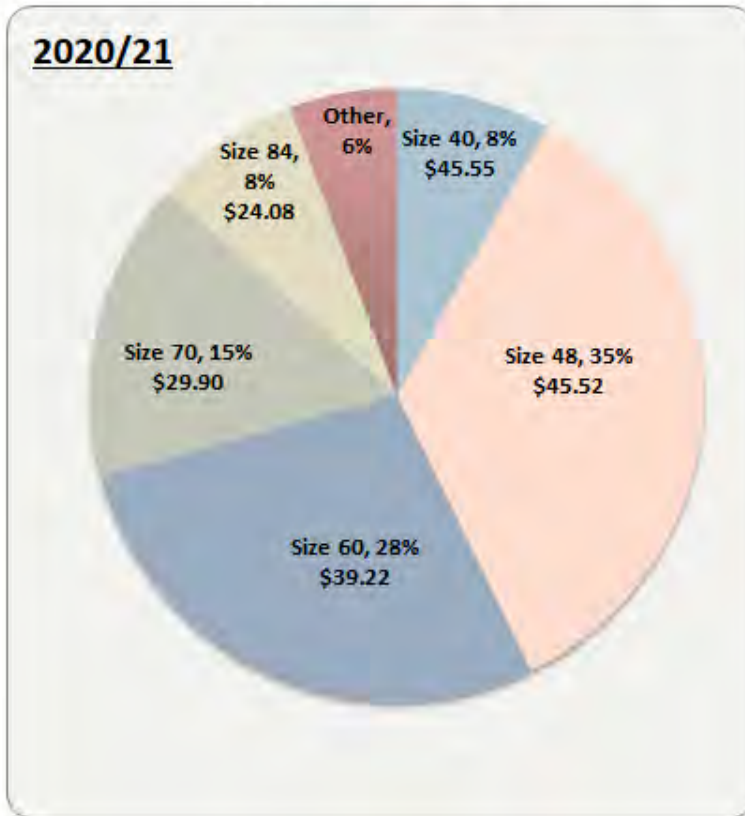
- HOME
- REVENUE
- CONSUMER ADVERTISING
- ONLINE MARKETING
- CONSUMER PR
- CONSUMER/ TRADE LIVING WELL
- RETAIL
- FOODSERVICE
- RESEARCH

## REVENUE: CROP MOVEMENT AND MEASURES

### Size Distribution and Average Lug Price

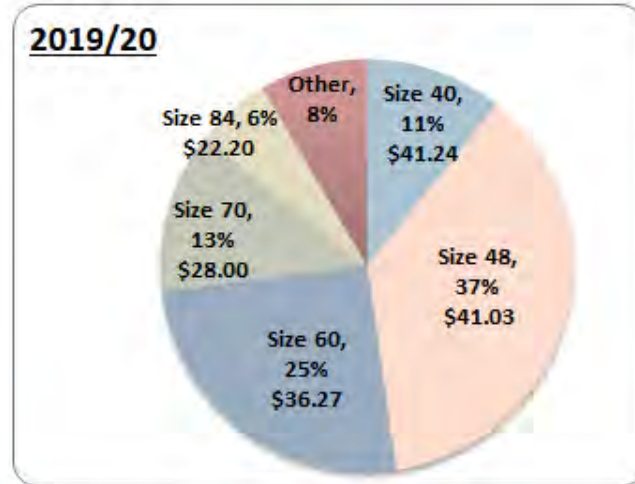
Hass #1 Conventional (November-October)

**2020/21**

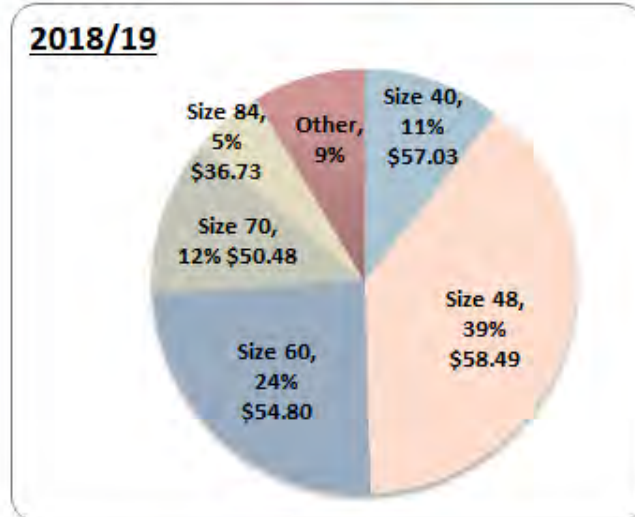


Source: AMRIC

**2019/20**



**2018/19**





## REVENUE: RETAIL SALES AND VOLUME

<u>RETAIL</u> (4 wks)	Sep20 <i>(9/7/20-10/04/20)</i>	Sep21 <i>(9/6/21-10/3/21)</i>	<u>Variance</u>
Volume (Unit)	170,810,095	150,702,572	-11.8%
Dollars	\$177,444,640	\$182,277,063	+2.7%
Avg. Selling Price/Unit	\$1.04	\$1.21	+16.4%
<u>RETAIL</u> <u>California Season</u>	Mar20-Aug20 <i>(3/2/20-8/30/20)</i>	Mar21-Aug21 <i>(3/1/21-8/29/21)</i>	<u>Variance</u>
Volume (Unit)	1,214,119,161	1,135,347,336	-6.5%
Dollars	\$1,414,543,817	\$1,299,172,745	-8.2%
Avg. Selling Price/Unit	\$1.17	\$1.14	-1.8%
<u>RETAIL</u> <u>Non-California Season</u>	Sep19-Feb20 <i>(9/2/19-3/1/20)</i>	Sep20-Feb21 <i>8/31/20-2/28/21</i>	<u>Variance</u>
Volume (Unit)	950,168,834	1,128,703,482	+18.8%
Dollars	\$1,063,312,599	\$1,112,585,744	+4.6%
Avg. Selling Price/Unit	\$1.12	\$0.99	-11.9%



- HOME
- REVENUE
- CONSUMER ADVERTISING
- ONLINE MARKETING
- CONSUMER PR
- CONSUMER/ TRADE LIVING WELL
- RETAIL
- FOODSERVICE
- RESEARCH

## REVENUE: RETAIL SALES AND VOLUME

**Avg. Retail Price**  
**\$1.17**



Mar 2020 – Aug 2020  
(3/2/20 – 8/30/20)

**Avg. Retail Price**  
**\$0.99**



Sept 2020 – Feb 2021  
(8/31/20 – 2/28/21)

**Avg. Retail Price**  
**\$1.14**



Mar 2021 – Aug 2021  
(3/1/21 – 8/29/21)



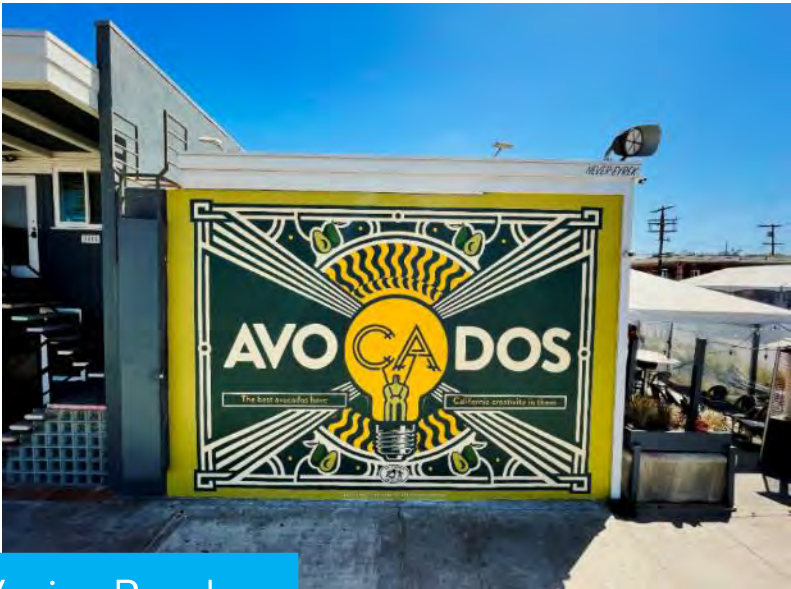
HOME	REVENUE	<b>CONSUMER ADVERTISING</b>	ONLINE MARKETING	CONSUMER PR	CONSUMER/ TRADE LIVING WELL	RETAIL	FOODSERVICE	RESEARCH
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### CONSUMER ADVERTISING: OUTDOOR

- 28,963,688 Impressions
- Six locations throughout Los Angeles, San Diego, Orange County and San Francisco
- Units including a hand-painted mural located in Venice Beach



San Francisco



Venice Beach

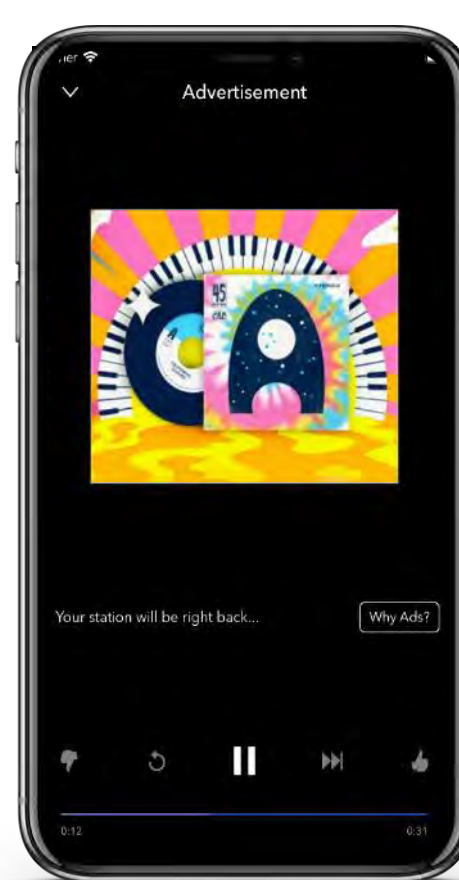


Orange County



### CONSUMER ADVERTISING: AUDIO

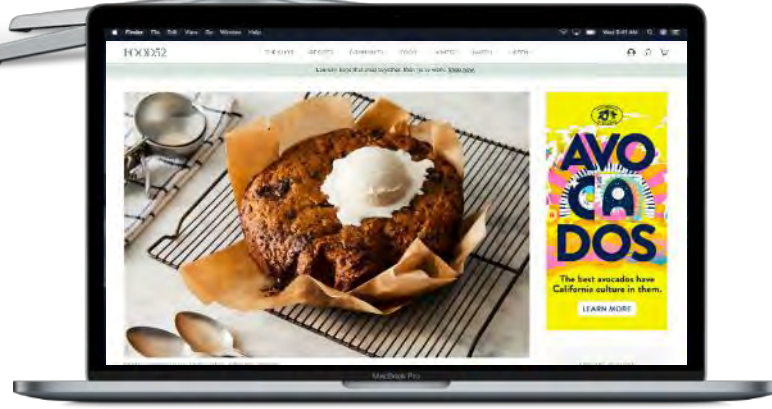
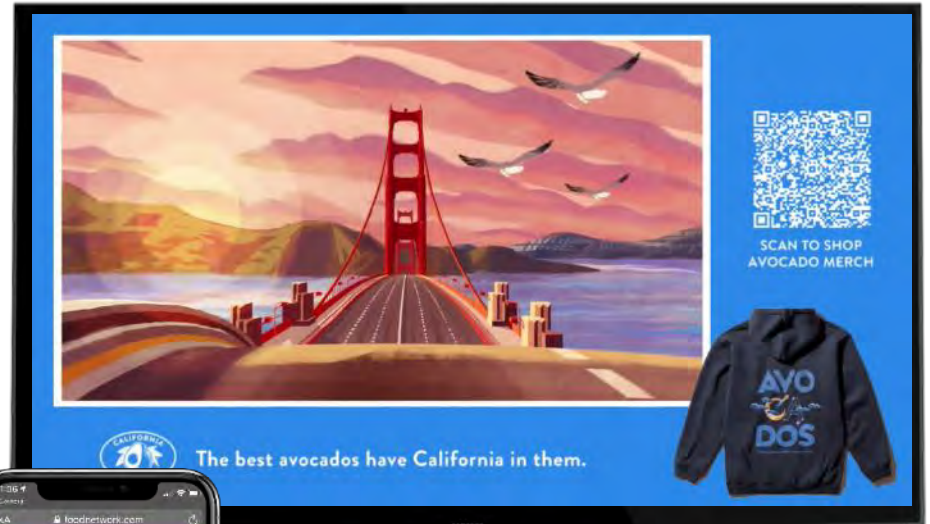
- 40,347,988 Impressions
- 84,469 Clicks with a 0.23% Click Through Rate
- 15,592,699 Video Views
- Targeted listening sessions, audio, banners, overlays and in-car audio





## CONSUMER ADVERTISING: DIGITAL BRAND

- 172,323,638 Impressions
- 310,975 Clicks with a 0.23% Click Through Rate
- 93,178,383 Video Views
- Digital video, mobile and display banners



TREMOR VIDEO

**VIANT.**

**YouTube**

POPSUGAR.

PureWow

FOOD52



### CONSUMER ADVERTISING: DIGITAL CUSTOM CONTENT

Custom content including six recipes and three videos prominently featuring California Avocados shared across Food52's Instagram, Facebook and Pinterest along with their website and YouTube channels



No-Churn Avocado Ice Cream With Lime & Coconut  
This easy no-churn avocado ice cream recipe gets its creamy, smooth texture from frozen avocado and mango, coconut milk  
food52.com

Recipe card for Avocado Pesto Pasta with Chicken and Tomatoes. Includes ingredients list and a photo of the dish.

Instagram post from Food52 showing a Brown Rice Bowl with Avocado & Spicy Cucumbers. Includes caption and link to food52.com.

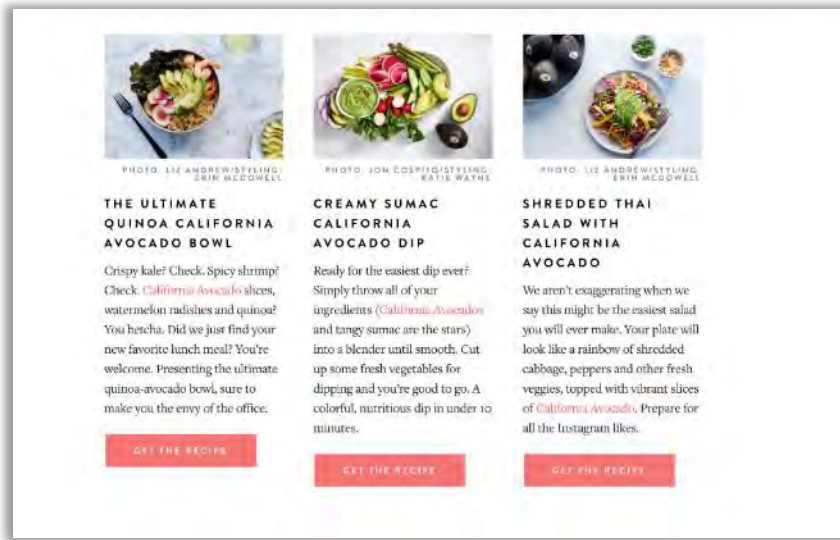
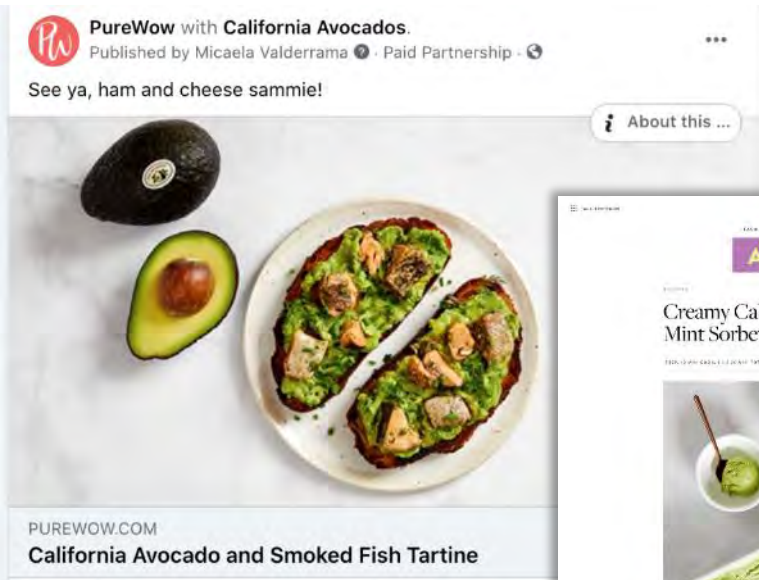




### CONSUMER ADVERTISING: DIGITAL CUSTOM CONTENT

Custom content including a recipe hub destination on PureWow’s site, home to six custom recipes that prominently feature California Avocados. Recipes were also distributed across PureWow’s Instagram and Facebook channels

# PureWow







### CONSUMER ADVERTISING: DIGITAL – RETAIL

- 11,855,281 Impressions
- 20,193 Clicks with a 0.17% Click Through Rate
- 11,853,620 Video Views
- Promoted in-store availability to drive users to retailers carrying California Avocados





## CONSUMER ADVERTISING: SOCIAL BRAND

- 27,397,232 Impressions
- 2,609,129 Engagements
- Season-long social advertising across top platforms



**California Avocados** @CA\_Avocados  
Apr 29

What's your go-to California Avocado snack when you're celebrating? Check out \*fresh\* avo-inspiration if you can't decide:

[californiaavocado.com/tag/cinco-de-m...](https://californiaavocado.com/tag/cinco-de-m...)

- Guacamole
- Tacos w/ avocado
- Avocado & mango salsa
- Avocado salad

**Vote** 4,497 votes

**California Avocados** Sponsored

FRESH UPDATE: California Avocados are now in season! Find creamy avoCAdos near you \*ripe\* now!

**California Avocados**  
Food & Beverage Company

[LEARN MORE](#)

Joel Ba... 109 Comments 274 Shares

Like Comment Share

Instagram

ca\_avocados Sponsored

**Learn More**

ca\_avocados All great guacamole starts with the same thing: Fresh California Avocados!

**CALIFORNIA AVOCADO VEGGIE BURGER**

**California Avocado Veggie Burger**

25 minutes · Serves 4 · Fire up the grill with this California Avocado Veggie Burger. This plant-based sandwich adds fresh avocado slices and creamy guacamole between the buns.

**California Avocados**  
12.6k followers

**8 ingredients**

<b>Meat</b>	8 Veggie burger patties, fresh or frozen	<b>Oil &amp; Vinegars</b>	1 Olive oil cooking spray
<b>Produce</b>	1 cup Baby arugula, fresh	<b>Bread &amp; Baked Goods</b>	8 slices Sourdough bread
	2 California avocados, ripe fresh	<b>Dairy</b>	4 (1-oz) vegan cheese, vegan
<b>Baking &amp; Spices</b>	1 Red pepper, large		
	1/2 tsp Sea salt		

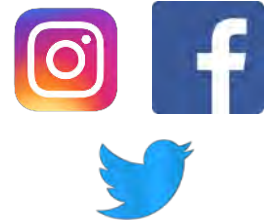
**Note to self**  
What do you want to remember about this Pin?

[Add note](#)



### CONSUMER ADVERTISING: SOCIAL – RETAIL

- 2,872,780 Impressions
- 24,548 Engagements
- Promoted California Avocados in-store to drive users to grocery stores





### CONSUMER ADVERTISING: CALIFORNIA AVOCADO MERCHANDISE SHOP

- 15,000 unique visitors and 35,000 page views
- Average order value almost \$90, with an average 2.3 items per order
- Nearly \$15,000 in revenue helped offset cost of delivering branded merchandise to fans



#1 in units and \$



#2 in units and # 4 in \$



#3 in units and \$



#2 in \$



HOME

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## ONLINE MARKETING: NOVEMBER 2020 – OCTOBER 2021

### SEARCH RESULTS

- Organic Search Impressions: 45.8MM
- Paid Search Impressions: 3.8MM

### SOCIAL MEDIA

- Facebook
  - Total Fans: 320.1K (-1% decrease YoY)
  - Impressions: 4.5MM (95% increase YoY)
- Twitter
  - Total Followers: 20.9K (-2% decrease YoY)
  - Total Retweets: 734 (103% increase YoY)
- YouTube
  - Views: 12.3MM (11% increase YoY)
  - Subscribers: 2.6K (30% increase YoY)
- Instagram
  - Followers: 43K (2% increase YoY)
  - Impressions: 250K (-56% decrease YoY)

### CONSUMER WEBSITE

- # of Visits: 1.65MM (28% decrease YoY)
- Page Views / Visit: 1.32 (4% increase YoY)
- Time on site: 42 seconds (11% increase YoY)
- Total Page Views: 2.19MM (24% decrease YoY)

### EMAIL

- Average Open Rate: 46.5%
- Click through rate: 10.7%
- Emails Sent: 7 emails to an average of 155k successful deliveries



## CONSUMER PR: SEASON OPENER ONLINE COOKING CLASS

- At the launch of the California Avocado season, the Commission hosted an online cooking class in partnership with **Chef Brian Malarkey**, where attendees to this exclusive event included local, regional and national consumer and trade outlets, as well as retail contacts
- As part of this program, Malarkey developed two new and unique California Avocado recipes and coverage was secured in top-tier outlets, such as MSN, NBC Los Angeles, Patch California, Sunset Magazine and The San Diego Union-Tribune, resulting in **157,382,017 impressions**
- In addition to covering the campaign's new recipes, several outlets also highlighted other recipes from CaliforniaAvocado.com and directed consumers to visit the website for more inspiration



### California's Creamy Season Starts

**What to Know**

1. California's 2021 avocado season has launched
2. The California Avocado Commission has a site brimming with recipes, from cupcakes to ice cream to Dangerous Crab-Stuffed California Avocado
3. The season extends through late summer

No avocado (or even worth their make-making ways) would ever pit one creamy concoction dish against another.

For all avo-centered dining experiences? They tend to be memorable, and the whole pitting plan is, well, the pits.

But something that's the opposite of the pits? When California avocado season starts back up again, with all the verse and kickiness of a piquant bowl of gorgeous guac.

And start back up again, it has, since spring is here and the Golden State's fruit scene is in full and flowery force.



### Get Ready for California Avocado Season with These Avocado Recipes



### Chef Brian Malarkey kicks off California avocado season with favorite recipes





## CONSUMER PR: CALIFORNIA AVOCADO MONTH RECIPE CONTEST

- To celebrate California Avocado Month, the Commission partnered with Modern Luxury’s premium California magazines to host a crowdsourced **California Avocado Recipe Contest**, which leveraged the trend of cooking and enjoying meals at home
- More than two dozen entries were received, with the winning recipe highlighted in a video featuring chef and wellness influencer Nikki Martin
- The California Avocado Month Recipe Contest included coverage in Patch California and Yahoo! as well as four Modern Luxury outlets: Angeleno, Riviera, San Diego and San Francisco Magazine, and garnered 514,151,701 impressions



Celebrate California Avocado Month With This Fresh Spin on a Summer Favorite



**Announcing the California Avocado Recipe Contest Winner**





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## CONSUMER PR: CALIFORNIA AVOCADO MONTH SUMMER ENTERTAINMENT DRIVE-IN

- Also, during California Avocado Month, the Commission hosted the **Summer Entertainment Drive-In** event, where media, influencers and consumers enjoyed the classic film, *Angels in the Outfield*
- To further amplify the seasonal availability of the fruit, the Commission partnered with **Chef E. Dubble**, of the popular Fraiche LA-based food truck, to develop two delectable summer California Avocado dishes which were shared via recipe cards to everyone in attendance at the event
- Inclusion of the recipes in a nationally distributed mat release plus local coverage of the Summer Drive-In Event featured in *Let's Play OC*, *That's It LA* and *Patch*, garnered **76,094,954 impressions**

**Fabulous Food**

**Celebrate California Avocado Month With A Summer Favorite Reimagined**

(NAPS)—California summers are filled with warm nights, trips to the coast and an abundance of fresh, local produce, like delicious California avocados, which add dynamic flavor and texture to your favorite summer dishes. Currently in the peak of their season, California avocados are heart-healthy fruit that are naturally sodium-, cholesterol- and trans fat-free.

In honor of California Avocado Month in June, this year the California Avocado Commission has collaborated with Los Angeles-based Chef Edwin "E Dubble" Redway to develop California avocado-inspired recipes that celebrate the true joys of summer. With roots in Jamaican and Antiguan culture, Chef E Dubble incorporates sweet and

**Smoked California Avocado Jerk Chicken Skewers**

- ¼ lb. red onion, peeled and cut into 1-in. wedges
- 2 ripe, Fresh California Avocados, seeded and peeled, cut into chunks
- 2 large red bell peppers, seeded and cut into 1-in. pieces







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## CONSUMER PR: BRAND ADVOCATES AND CALIFORNIAAVOCADO.COM BLOG SUPPORT

- This past year, CAC partnered with various Brand Advocates to develop unique content promoting California Avocados on social media and CaliforniaAvocado.com:
  - **Six brand advocates** across different themes (health, wellness and lifestyle) amplified content throughout the entirety of the season (March – July) on their owned blog and social media channels (including Instagram and Pinterest)
  - **Two vloggers** (video bloggers) and **one recipe developer** created CAC-owned content for the website and social channels
- The brand advocate program secured more than 7,240,000 blog post impressions as well as 123,858,650 social media impressions, resulted in a total of **131,098,650 impressions** during the span of the annual program (March – July)
- The Website Contributor program resulted in 4 new videos and 10 new recipes/article posts for the Commission to share on its website and social channels





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## CONSUMER PR: NEWS BUREAU & CALIFORNIA AVOCADO HISTORY, GROWERS AND CULTURE VIDEO

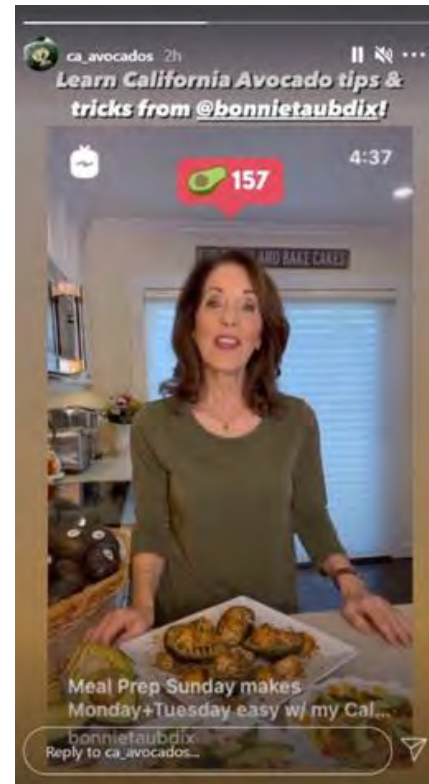
- To remain top-of-mind throughout the season, CAC identified relevant story angles and leveraged its unique perspective and assets to promote with the media
- During the holiday season, the team focused media outreach around CAC's California-inspired merchandise line as must-have gifts for avocado fans
- Reactive and proactive news bureau media efforts resulted in 33,749,096 impressions
- Throughout the California Avocado season, the **History, Growers and Culture video** was integrated in key moments, including its debut at the Season Opener Online Cooking Class, as historical background in unveiling the entry window of the California Avocado Recipe Contest and as pre-roll at the Summer Entertainment Drive-In





### CONSUMER/TRADE – LIVING WELL: BRAND ADVOCATES

- 3 million impressions from digital and traditional media activations
- Dietitians & health and wellness influencers tell the California Avocado story to raise awareness and promote sales





## RETAIL: TRADE RELATIONS – RETAIL COMMUNICATIONS

- 3.3 million impressions from digital and traditional media activations
- Planned and implemented customized programs with marketing departments, dietitians, and cooking school managers to support Retail Marketing Director programs with top-tier retailers





HOME REVENUE CONSUMER ADVERTISING ONLINE MARKETING CONSUMER PR CONSUMER/ TRADE LIVING WELL **RETAIL** FOODSERVICE RESEARCH

### RETAIL: TRADE RELATIONS – KEY ACCOUNT MARKETING COMMUNICATIONS



mollie\_stones · Following

mollie\_stones 🌮 Happy Cinco de Mayo! We are getting the party started with Three Way California Avotacos!

Check out the recipe at [blog.molliestones.com](http://blog.molliestones.com) and then be sure to stop by your local Mollie Stone's Produce Department for only the freshest @ca\_avocados.

#cincoodemayo #cincoodemayo2021 #tacos #avocados #caavocados #avotacos #friedavocado #tacotuesday #tacotime #festa #molliestones #molliestonesmarkets #california #familyowned

18 others

Cinco de Mayo on Instagram



Nugget MARKETS LET'S COOK ABOUT An Extraordinary Grocery Experience

we are doing for you!

Search

Foodie FAQs: California Avocados Part 2  
July 15, 2021

You can't spell avocado without California—it's right in the name, "AvoCAdos"! Whether enjoyed in salads, on toast, in baking or as a substitute for other fats in cooking, California avocados are something to be celebrated and enjoyed... often. Make the most of these fantastic fruits with part 2 of our Foodie FAQs series starring these Golden State goodies.

Feature Foodie FAQs: California Avocado article in Daily Dish newsletter

LOCATIONS ORDER Nugget MARKETS LET'S COOK ABOUT An Extraordinary Grocery Experience

Select your store here...

Sign up to receive our Secret Special in your email

Daily Dish is delivered daily to you

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Summertime Ice Cream Maker Giveaway Sponsored by California Avocados

Time to get creative with the easy steps to enjoy California avocados and these delicious treats are also perfect for health-conscious. We're partnered with California Avocados to give away one ice cream maker to a lucky winner. Sign up now to win!

Avocado Ice Cream This sweet treat tastes like a cold, creamy version of avocado—specifically the California variety! It's made with fresh, ripe California avocados, topped with fresh fruit and topped with a drizzle of honey.

California Avocado Chocolate Ice Cream Try it all summer long with this creamy treat inspired by California Avocados! Serve this decadent chocolate ice cream with the most delicious fruit for dessert—after all, when it's hot, it's good to have a creamy treat.

Subscription for Green Makers Giveaway (July 20, 2021)

Food Communications

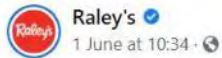
Two summer giveaways featuring California Avocado recipes featured across social media and in newsletter

Nugget Markets August 6

Think outside the guac and try fresh California Avocados hot off the grill! Get cooking with these delicious recipes, and enter to win a grill of your own! <https://bit.ly/3y9WesN>



### RETAIL: TRADE RELATIONS – KEY ACCOUNT MARKETING COMMUNICATIONS



Raley's

1 June at 10:34

It's California Avocado season! Celebrate by adding fresh, locally grown avocados to your salad, sandwich or guacamole throughout the summer. Now available at your neighborhood store! California Avocados #peakseason

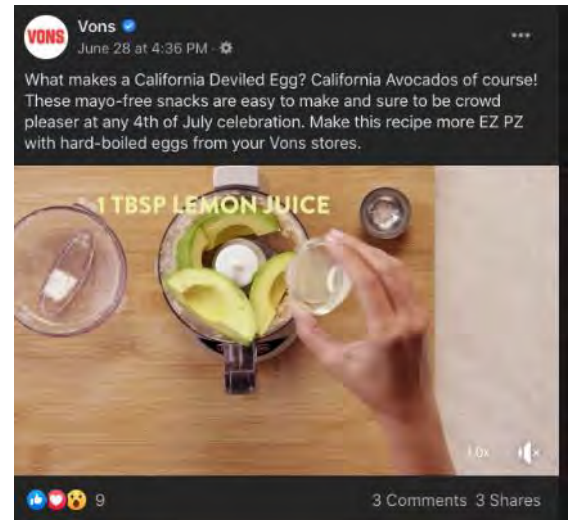


California Avocado Month on Instagram



To celebrate 4<sup>th</sup> of July, AVP featured CAC Deviled Egg recipe video on Instagram

CAC grower featured on in-store bins and on AVP social media channels





## RETAIL: RETAILER/IMMERSIVE EXPERIENCES



Mollie Stone's ran a "Meet the Farmer" campaign included several contests, social media and an email newsletter



PCC Community Markets included a virtual cooking class, in-store displays, enewsletter and a social media campaign





## RETAIL: RETAIL DIETITIAN RELATIONS



- Hy-Vee implemented a month-long promotion that focused on California Avocados as an important addition to the diets of women and kids
- Results included 500 social media posts, 30 cooking classes & store tours, 5 TV segments



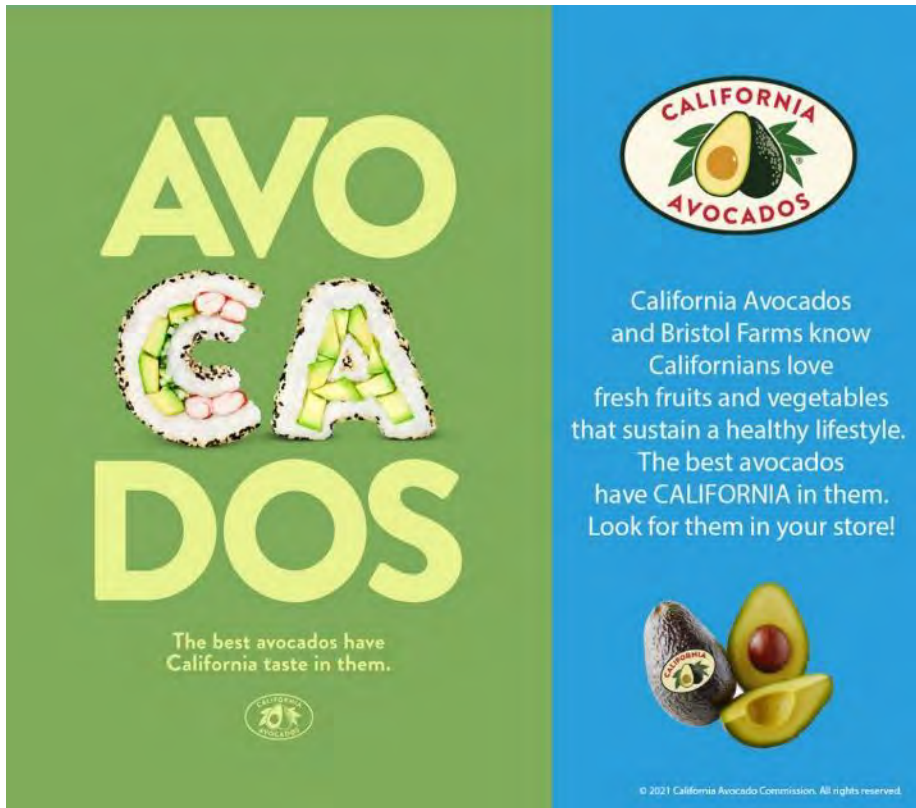




### RETAIL: PROMOTIONS

- Passport to Savings Coupon and Online Special at 2/\$3.00 on large bulk avocados
- March 31 – May 25

## Bristol Farms



### LAZY ACRES natural market

Social media post on Instagram, February 3, announcing season kick-off





HOME	REVENUE	CONSUMER ADVERTISING	ONLINE MARKETING	CONSUMER PR	CONSUMER/ TRADE LIVING WELL	<b>RETAIL</b>	FOODSERVICE	RESEARCH
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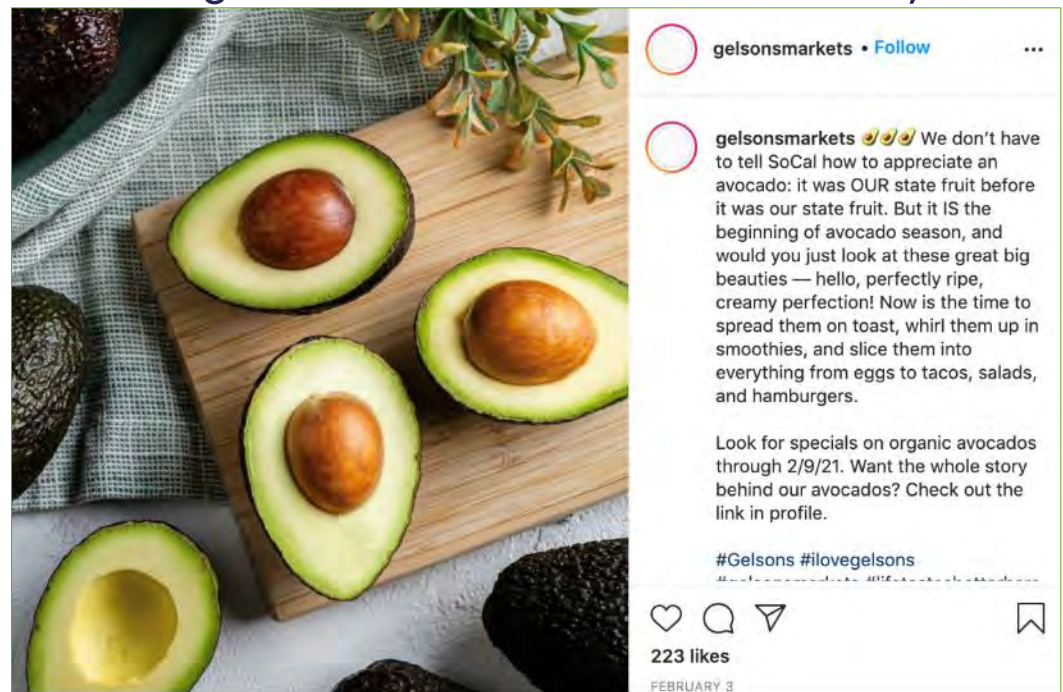
### RETAIL: PROMOTIONS

- “First of Season” display contest in all stores during March
- Proud to display the California Avocados logo in stores for brand awareness

*Gelson's*



### Instagram Social Media Post – February 3





**RETAIL: PROMOTIONS**

- First of Season Ad on March 17 followed by Easter Ad on March 31
- Great early season Hispanic retail partner





HOME	REVENUE	CONSUMER ADVERTISING	ONLINE MARKETING	CONSUMER PR	CONSUMER/ TRADE LIVING WELL	<b>RETAIL</b>	FOODSERVICE	RESEARCH
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## RETAIL: PROMOTIONS

- Easter sales/display contest in all stores
- March 22 – April 4





## RETAIL: PROMOTIONS



- Kroger's largest California division supported California growers early in March
- Bagged and bulk displays to drive awareness of locally grown California Avocados

- California Avocado new product feature
- Merchandising new avocado sizes in bags to test alongside bulk fruit
- Virtual Grove Tour in April





HOME REVENUE CONSUMER ADVERTISING ONLINE MARKETING CONSUMER PR CONSUMER/ TRADE LIVING WELL **RETAIL** FOODSERVICE RESEARCH

### RETAIL: PROMOTIONS

- July Promotion
- \$1.00 off bagged avocados Just for U coupon
- Sales Contest – Over \$2.5 million in sales and 3.75% increase on bagged avocados



Santa Maria Store





### RETAIL: PROMOTIONS

## Bristol Farms

- Bristol Farms challenged stores to shout out local-grown California Avocados
- Sales contest tied in conjunction:
  - Small avocado sales up 9.3% and Organic avocados up 3.9%





### RETAIL: PROMOTIONS

- Foodservice sales contest
- Two foodservice California Avocado salad recipes during August
- Five winners that sold over 586 units of salad within a week, an additional 200 cases per store

# Gelson's



**Gelson's sale**  
8/11-8/17

**Hatch Chile, Grilled Corn, and Heirloom Tomato Salad**  
**\$9.99/LB** SAVE AT LEAST \$3/LB

**Ingredients:** Corn, hatch chiles, tomatoes, edamame beans, quinoa, avocado, arugula, basil, parsley, olive oil, vinegar, cumin, lime juice, salt, pepper.



catch the **HATCH**

**Hatch Chile Salad**  
**\$9.99** /LB  
 SAVE AT LEAST \$3/LB








## RETAIL: PROMOTIONS

- All stores participated in July sales contest using CAC display bins and signs
- Range of volume increase from 9.2% to 13.5%

*Gelson's*





### RETAIL: PROMOTION (SALES CONTEST)

- Bulk and Bagged Month-Long Promotion
  - Bags 62% increase
  - Bulk 70-ct carton 16% increase



July 5 – July 18



July 19 – August 1



**RETAIL: PROMOTION (JULY MEGA EVENT)**

- Co-Promotion with California Milk Advisory Board
- \$2.00 off coupon on bagged California Avocados
- Sales Contest
- Billboard Advertisement with the CAC Consumer Campaign





### RETAIL: PROMOTION (JULY MEGA EVENT)

- California Avocado Virtual Grove Tour for over 200 PCC Members
- Bagged Avocado Promotion – 70% lift in bag sales during promotion
- Custom California Avocado Signage

### PCC COMMUNITY MARKETS



#### Get in the grove.

Organic, peak-season avocados are in from California! Fertile soil, coastal breezes and plenty of sunshine provide perfect conditions for growing this creamy fruit. Pick up a couple at your neighborhood PCC.

ORGANIC

Organic California Avocados

2 for \$5

Reg. 2 for \$6 | Save \$1





HOME REVENUE CONSUMER ADVERTISING ONLINE MARKETING CONSUMER PR CONSUMER/ TRADE LIVING WELL **RETAIL** FOODSERVICE RESEARCH

### RETAIL: PROMOTIONS

- Labor Day Sales Contest co-promoted with Hatch Chiles
- 1.7% to 12.9% sales increase for 2 weeks





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- RETAIL**
- FOODSERVICE
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## RETAIL: PROMOTIONS

- E-commerce ads May through September
- Morro Bay signs & bagged promo-range of 1.4% to 12.6%



**MORRO BAY AVOCADOS**

Rich, creamy, and full of flavor. From Shanley Farms in Morro Bay, CA.

**4ct**



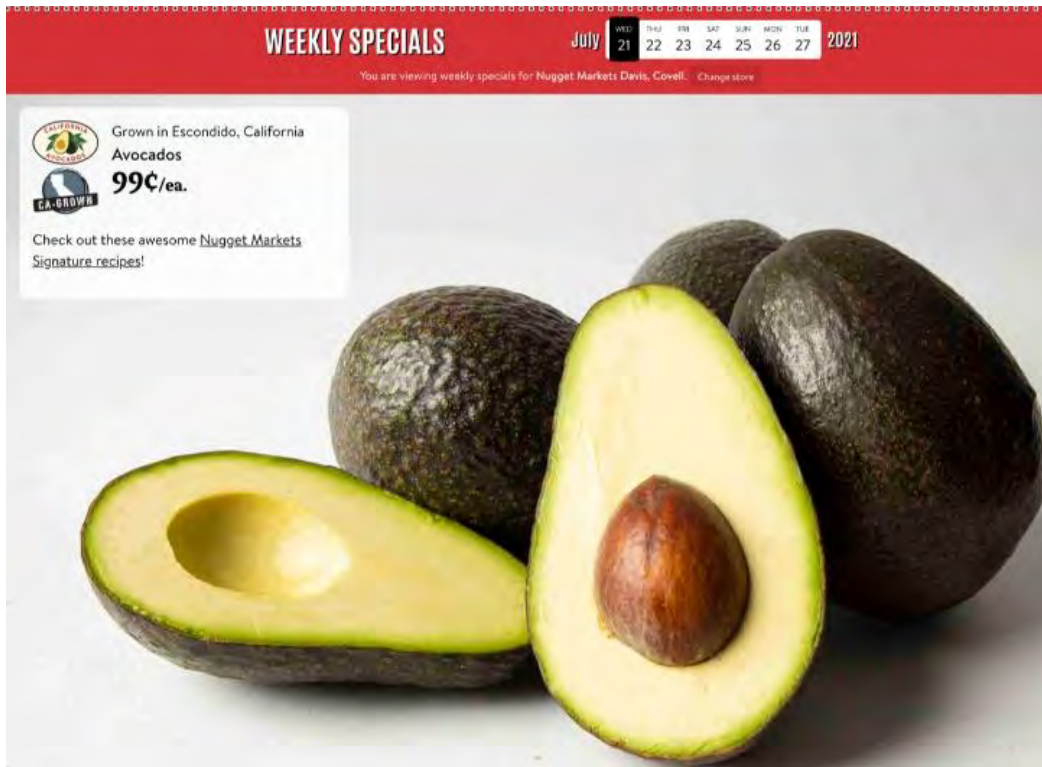
**\$3.99**  
4ct





### RETAIL: PROMOTIONS

- Custom store signage
- Bulk and Organic Ad promotion





HOME	REVENUE	CONSUMER ADVERTISING	ONLINE MARKETING	CONSUMER PR	CONSUMER/ TRADE LIVING WELL	<b>RETAIL</b>	FOODSERVICE	RESEARCH
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### RETAIL: PROMOTIONS

Summer front-page ad promotions, digital e-commerce ads and social media giveaways to engage Raley's customers on bulk and bagged California Avocados



- Ad promotions May through August on bulk and bagged avocados
- Just for U Coupon in August
- Results of 16% increase YOY

**2 for \$4**  
Large Hass Avocados  
Locally grown in California.

**3 FOR \$5**  
LIMIT 6  
Large Hass Avocados  
Locally grown in California.

Large Hass Avocados  
**Buy 1 Get 1 Free**  
of equal or lesser value.

Valid Aug 4 - Aug 10 (unless otherwise noted)  
California Grown.  
Club Price

**ADD TO LIST**

**BUY 1 GET 1 FREE**  
EQUAL OR LESSER VALUE  
Club Price

Large Hass Avocados  
California Grown.





**RETAIL: PROMOTION**

- August California Avocado local growing area promotion
- Ad feature on small and bagged avocados
- “Guac This Way” recipe page on website nationally
- Store displays with California branding



**CALIFORNIA AVOCADOS**



Taste the California difference with creamy, farm-fresh California Avocados! The rich, coastal soil and warm, sunny days provide optimal growing conditions for more than 3000 avocado growers across the state. We work with local growers and know exactly where they are, so you can enjoy peak-of-season avocados for a perfect slice, every time.

**CALIFORNIA GROWN**



Hass Avocados **68¢** ea.





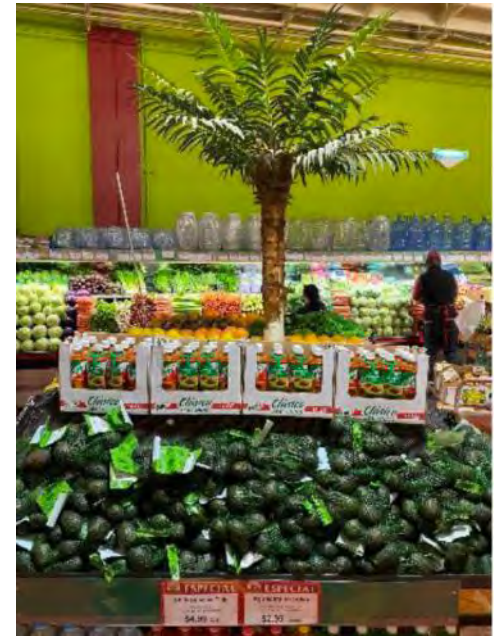
### RETAIL: PROMOTIONS



- Father's Day & July 4<sup>th</sup> front page ad promotions
- Banner Ad and recipe on Stater Bros. website



- Co-Promotion with Tajin seasoning
- Ads March through September on bulk and bagged California Avocados





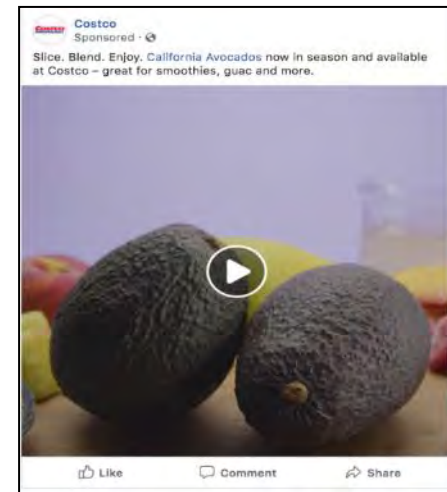
## RETAIL: CORPORATE PROMOTIONS



### Dedicated All-California Event

- New Aurora Colorado Depot (CO, WY, NM, UT)
- Executing in May: \$1.00 off bags for 78,000 transactions
- + 23% vs. other Depots
- Social media engaged videos served on Costco platforms – 4.2 million views

- Farm to Table Magazine Insertion
- 14,000,000 printed for distribution to priority Costco members in May






- HOME
- REVENUE
- CONSUMER ADVERTISING
- ONLINE MARKETING
- CONSUMER PR
- CONSUMER/ TRADE LIVING WELL
- RETAIL**
- FOODSERVICE
- RESEARCH

## RETAIL: CORPORATE PROMOTIONS

### Western Divisions (800 stores)


- 360,000 downloads available, 1<sup>st</sup> campaign June-July
- 90,000 downloads added in August (Fred Meyer – Ralphs)

**Save \$1.00**  
**on California Avocados**  
 when you buy ONE (1) bag of California Avocados. Excludes bulk organic avocados.

Exp 07/14/2021

[Load to Card](#)



**Save \$1.00**  
**on California Avocados**  
 when you buy ONE (1) bag of California Avocados. Excludes bulk organic avocados.

Exp 07/14/2021

[Load to Card](#)



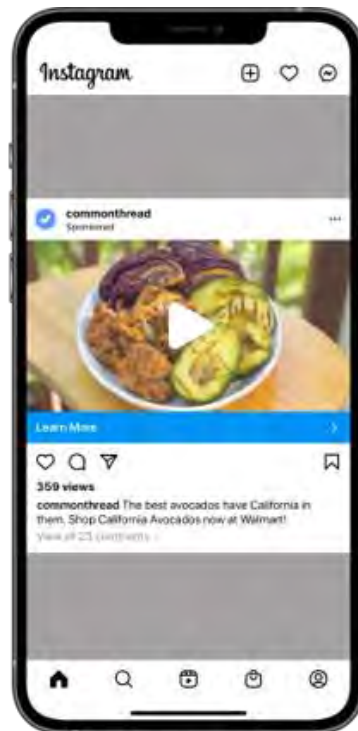


## RETAIL: CORPORATE PROMOTIONS – SPOTLIGHT RECIPE VIDEO

- Delivered via digital media with influencer overlay reaching 1.6 million shoppers with guaranteed views
- Executed last week of April through middle of May
- 721 stores (CA, AZ, NV, UT, WA, OR, NM, ID, MT)



## May-June Influencer Campaign



**LaKita**  
Recipe Ideas:

- 1) Avocado Kale Salad
- 2) Turkey Bacon Avocado Sandwich
- 3) Chocolate Avocado Cake

**Social Reach**

<b>20K</b> TOTAL REACH	<b>15.6K</b> FOLLOWERS	<b>1.65%</b> ENGAGEMENT RATE	<b>1.7K</b> LIKES	<b>2.7K</b> FOLLOWERS
<b>38.2K</b> LAST 30 DAYS UNIQUES	<b>42</b> AVG SESSION DURATION			

**Nicki Sizemore**  
Recipe Suggestions:

- 1) Avocado Chicken Salad recipe, which could be eaten over fresh greens or in a sandwich

Note: Nicki's Facebook page is temporarily down but will be up and running soon. For your reference, her follower count is:

**Social Reach**

<b>33.7K</b> TOTAL REACH	<b>27K</b> FOLLOWERS	<b>1.27%</b> ENGAGEMENT RATE	<b>5.6K</b> LIKES	<b>1.1K</b> FOLLOWERS
<b>96.7K</b> LAST 30 DAYS UNIQUES	<b>23</b> AVG SESSION DURATION			



### RETAIL: CORPORATE PROMOTIONS – DIGITAL DEMOS

- Week-long in club displays with QR code link to video and messaging, 162 clubs
- April 24 – April 30





**RETAIL: PROMOTIONS – MIDWEST**

- \$1.00 off bags – Summer Holiday timing
- 108 stores
- July 4<sup>th</sup> with boosted content online/website
- Email blast to Schnucks shoppers with recipe
- Three separate coupon events throughout the summer



Save \$1 on Del Rey  
 Bagged Fresh California  
 Avocados (4 ct. bag)-  
 Limit 5 per account

5/26/21

7/6/21



**SAVE \$1  
 CALAVO**

Bagged Fresh California  
 Hass Avocados (4ct)  
 Valid 07/21 - 07/27/2021



- HOME
- REVENUE
- CONSUMER ADVERTISING
- ONLINE MARKETING
- CONSUMER PR
- CONSUMER/ TRADE LIVING WELL
- RETAIL**
- FOODSERVICE
- RESEARCH

**RETAIL: PROMOTIONS – EAST**

Magazine insertion for August, digital ads (Aug-Sep) 159 stores



**DEL REY**  
CALIFORNIA AVOCADOS

**Del Rey California Avocados**  
Sourced from a third-generation, family-owned business, jumbo-sized Reed Avocados are creamy and rich with a buttery, nutty flavor. We also love Morro Bay Avocados. Grown in San Luis Obispo County, they're equally rich with an exceptionally high oil content. A cooler climate slows down the fruit's maturing process, resulting in a superior eating experience.

*Buy 1, Get 1* **FREE**  
TODAY ONLY

Hass Avocados 4 CT

4 COUNT

SEPTEMBER 22-28

2/\$4 Save up to \$1.38 on 2  
Hass Avocados

**2/\$5**  
Reed Avocados  
EXTRA LARGE  
SAVE UP TO 98¢ ON 2





## RETAIL: MASTERS OF MERCHANDISING 2021

A full page of editorial content and full-page ad ran in the March issue of *Produce Business*



**AVOCADOS**

**CALIFORNIA AVOCADO COMMISSION**

**2021 MARKETING PROGRAM**

**The best avocados have California in them**

California Avocados are in demand all season long. In fact, 81% of avocado shoppers surveyed in the U.S. say it's important that their avocados are grown in the U.S.<sup>1</sup> They anticipate the consistent quality, freshness and homegrown taste that comes from California growers who are committed to consistent quality and reliability.

Consistency and reliability also are found in our innovative marketing program for 2021. Our programs and people are dedicated to supporting your sales of California Avocados, year after year.

**Targeted, Customized Marketing Support**

Innovative, branded California Avocado customized social, digital and geo-targeted promotions throughout the season drive shoppers to your stores. Social media retail assets can be customized for your store banners and are paid for by the California Avocado Commission in support of our retail partners.

**Retail Dietitian Relations**

From helpful how-to tips to news you can use, nutritional information to delicious recipes for virtual demos and more, we have inspiration for your dietitians and cooking school managers.

**Customized Retail Influencer Programs**

Are your marketing departments looking for ideas for your social media content, newsletters, ad circular or other customer communication during the spring and summer months? New and complimentary customized offerings include social posts and blogs with and without video, seasonal story ideas for retailer use in local media markets, on your website, in customer swag-stoles and California Avocado giveaways. We are ready to support you!

**Merchandising Materials**

Among avocado shoppers surveyed in the U.S., 69% agree they wish stores would have better signage/labeling to let them know where the avocados they buy are grown.<sup>2</sup> You can provide this information by using our California Avocado merchandising materials to encourage impulse purchases.

Visit [CaliforniaAvocado.com/Retail](http://CaliforniaAvocado.com/Retail) to order your POS material.

Contact your Retail Marketing Directors for customized marketing programs and reports.

**CALIFORNIA AVOCADO COMMISSION**  
[CaliforniaAvocado.com/Retail](http://CaliforniaAvocado.com/Retail)  
[dmur@calavocado.org](mailto:dmur@calavocado.org)

Source: 2020 California Avocado Tasting Study  
<sup>1</sup>OCI. Price and ripeness are sometimes important factors in purchasing avocados. After ripeness are such of the following when purchasing avocados?  
<sup>2</sup>Grown in the U.S. Avocados, extremely important.  
<sup>3</sup>OCI. How much do you agree or disagree with the following statement: "Local stores would have better signage/labeling to let me know where the avocados I buy are grown." Answers: strongly disagree, disagree, neutral, agree, strongly agree.



### RETAIL: TRADE PRINT AD

To launch the season, a two-page spread ran in the February issue of The Snack magazine with a die-cut “CA” wobbler piece attached to the ad

**AVOCADOS**

**CALIFORNIA AVOCADOS**  
Always in demand.

Retailers know their shoppers anxiously anticipate the California avocado season because there is a California difference. In fact, 80% of avocado shoppers said it's important that the avocados they buy are grown by California farmers. They value the care our nearly 3,000 growers put into nurturing each avocado to ensure they get that creamy California avocado taste with every slice.

Keep up with the demand and give your shoppers the consistent quality, freshness and homegrown taste they anticipate—all season long.

**The California Season is Almost Here!**

For Customized Marketing Support: [CaliforniaAvocado.com/Retail](http://CaliforniaAvocado.com/Retail)

Source: 2020 California Avocado Tasting Study (CA). Price and (green) are sometimes important factors in purchasing avocados. How important are each of the following when purchasing avocados? (Green by California farmers.) Answers: extremely/very/important.

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### RETAIL: TRADE PRINT AD

23 print ads ran from February through October (including bonus ads running during the season and a final bonus ad running in October) generating 2,953,326 impressions



**AVOCADOS**

The best avocados have California in them.

Shoppers anxiously anticipate the California season because there is a California difference. In fact, 80% of avocado shoppers said it's important that the avocados they buy are grown by California farmers. They value the care our nearly 3,000 growers put into nurturing each avocado to ensure they get that creamy California avocado taste with every slice.

Keep up with the demand and give your shoppers the consistent quality, freshness and homegrown taste they anticipate—all season long.

Source: 2020 California Avocado Tracking Study Q1. Price and revenue are estimates. Significant factors in pricing avocados. How avocados are sold at the following sites purchasing avocados: (Grown by California farmers.) Avocado: external/veryimportantdepartment.

For Customized Marketing Support: CaliforniaAvocado.com/Retail

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### RETAIL: TRADE DIGITAL ADS

- 771 digital ads ran from February through August generating 31,685,728 impressions
- Total print and digital impressions: 34,639,054

THE PACKER

THE PRODUCE NEWS

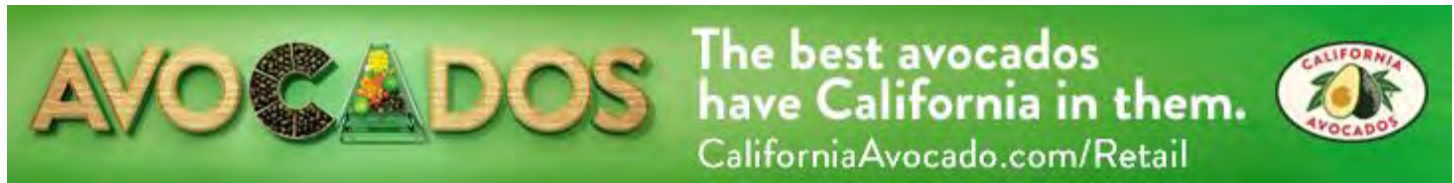


supermarket PERIMETER



THE PRODUCE REPORTER

COVERING THE FRESH PRODUCE SUPPLY CHAIN





## RETAIL: TRADE DIGITAL ADS

A video trailer ran on AndNowUKnow in March through July





## RETAIL: RETAIL NEWSLETTERS (APRIL AND JUNE)

A single page newsletter was sent to retail produce managers and buyers with content that included crop forecast, marketing programs and sales-building information

**AVOCADOS**  
The best avocados have California in them.

**THE CALIFORNIA AVOCADO SEASON IS RAMPING UP!**

Our creamy California Avocados are in season spring through summer. This year's crop volume is estimated to be 292 million pounds for all varieties. Your shoppers anxiously anticipate the California season because there is a California difference—reliability, quality and consistency. In fact, 80%\* of shoppers said it's important that the avocados they buy are grown by California farmers.

The California Avocado Commission sponsors digital online advertising and social media assets for retail partners that help communicate with your shoppers.

**Social Media Posts**

For more information on California shopper preference, retail dietitian resources and our consumer marketing program, click [here](#).

Our experienced merchandising team is dedicated to helping you grow your California Avocado sales.

Caralyn Becker, Regional Marketing Director  
cbekker@avocado.org  
(303) 520-8284

Dave Anderson, Retail Marketing Director  
danderson@avocado.org  
(936) 676-7797

\*Source: 2020 California Avocado Tracking Study QCI. Price and ripeness are sometimes important factors in purchasing avocados. How important are each of the following when purchasing avocados? (Grown by California farmers). Answers: extremely/very/somewhat important.  
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**AVOCADOS**  
The best avocados have California in them.

**SUMMER IS PEAK DEMAND FOR CALIFORNIA AVOCADOS!**

Summer is the perfect time to promote the premium quality of California avocados with peak season availability. When avocados are in a shopper's grocery basket, the overall basket ring increases nearly 113% (from average \$31.85 to \$67.80)\*

The Commission is supporting customized retail promotions throughout the summer that drive awareness of California avocados at point of purchase. Click here for our June promotions <https://bit.ly/25wDV0K>

The California Avocado Commission sponsors innovative, branded digital advertising and social media to promote California avocados with geo-targeting designed to drive shoppers to your stores.

**Are you carrying bagged California avocados?**

Research indicates that bagged avocados are increasing faster during the California Season (2020 vs. 2017).\*\*

- Bagged avocado dollar sales increased +114% during the California Season, +23 points ahead of the Non-California Season (+91%)
- Bagged avocado volume increased +166% during the California Season, +26 points ahead of the Non-California Season (+140%)

California Region Unit Share 2020		California Region Unit Growth 2020 vs. 2017	
Non-California Season	84%	Non-California Season	+140%
California Season	16%	California Season	+166%
Bagged	17%	Non-California Season	+13%
Loose	83%	California Season	+35%

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Dave Anderson, Retail Marketing Director  
danderson@avocado.org  
(936) 676-7797

Source: \*2020 California Avocado Commission Market Basket/Attinity Study. IRI Consumer Network, in California during California season \*\*IRI/FreshLook State of the Avocado Category 2021  
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### RETAIL: LINKEDIN

From November 1, 2020 through October 31, 2021, 59 posts ran on the CAC LinkedIn page. The page has gained 403 new followers, a 74% growth rate. The posts have generated over 354,999 impressions with over 3,718 engagements, with a 4% engagement rate





## RETAIL: LINKEDIN

A LinkedIn post with CAC messaging and video was sent to 200 food retailers (Walmart, Kroger, etc.) through Smart Brief's proprietary subscriber email list on LinkedIn. The post was sent directly to their personal feed of the matched profile list. The post generated 77,685 impressions







## RETAIL: TRADE PUBLIC RELATIONS

- Nearly 9 million Trade PR impressions in November – October
- Key Topics: season start, California Avocado Month, advertising and programs
- California Avocado brand messaging interwoven in all outreach





HOME REVENUE CONSUMER ADVERTISING ONLINE MARKETING CONSUMER PR CONSUMER/ TRADE LIVING WELL RETAIL FOODSERVICE RESEARCH

# RETAIL: TRADE PUBLIC RELATIONS

## California Avocado crop updates and Commission news also are key topics

**California Avocado Commission Announces New Board Members and Marketing Committee**  
 California Avocado Commission announces new Board Members and Marketing Committee. The Commission has announced the following new members: Board of Directors: Rob Greiner, Chair; Angela Frazer, Vice Chair; and Marketing Committee: Jan DeLyster, Chair; and the following new members: Board of Directors: Rob Greiner, Chair; Angela Frazer, Vice Chair; and Marketing Committee: Jan DeLyster, Chair.

**Referendum announced for California avocado growers**  
 Every five years the California Department of Food and Agriculture holds a state-mandated referendum vote to provide California avocado growers the opportunity to determine whether the California Avocado Commission will be reapproved to continue for the next five years.

**Market strengthening on California avocados**  
 As California avocado growers work towards winding open their season, there's still approximately 5-7 million lbs. of the popular fruit expected to see from the state. Of the 2020-2021 California crop, that puts the crop at about 82-85 percent complete.

**California avocado season outlook remains bright amid rising prices**  
 March 18, 2021  
 Even with the California Avocado Commission (CAC)'s revised forecast, promotional volumes are still expected and prices are moving upward.

**California avocado building in volume**  
 Harvest is building for California avocado growers.  
 Jan DeLyster, vice-president marketing for the California Avocado Commission based in Irvine, CA says that while some local California retailers have had local supplies of avocados for some time now, some major chains are transitioning to California fruit.

**Avocado demand never faltered through pandemic**  
 The Avocado Commission reports that demand for avocados in California has never faltered through the pandemic. Demand for avocados in California has never faltered through the pandemic.

**Statewide Grower Referendum Affirms Continuation of California Avocado Commission**  
 California Avocado Commission (CAC) reports that the statewide referendum on the continuation of the California Avocado Commission was affirmed by California voters.

**2021 crop's smaller, but in 'normal' range**  
 California avocado growers are expecting a smaller crop in 2021, but it is still within the normal range.

**California avocado marketers expect strong demand this season**  
 California avocado marketers expect strong demand for avocados this season.

**Desired fruit**  
 California avocado growers are looking for specific fruit characteristics to meet market demand.

**March gained momentum**  
 California avocado growers are seeing increased demand in March.

**Spring through summer is the period of the greatest California avocado availability this year.**  
 California avocado growers are expecting a strong season from spring through summer.



## EXPORT PROMOTIONS – SOUTH KOREA

### California Avocado Virtual Cooking Class (April 26)

- Celebrity Food Stylist Boeun Lee
- Spicy Grilled Chicken with California Avocados and a California Avocado Sauce



### California Avocado In-Person Cooking Class (May 13)

- Celebrity Chef Young Bin Kim
- 16 Mothers & Food Influencers
  - California Avocado Brownie
  - Chicken and California Avocado Quesadilla
  - California Avocado Smoothie
- Instagram Live – 1,757 views by May 14



### California Avocado Verbal Demos:

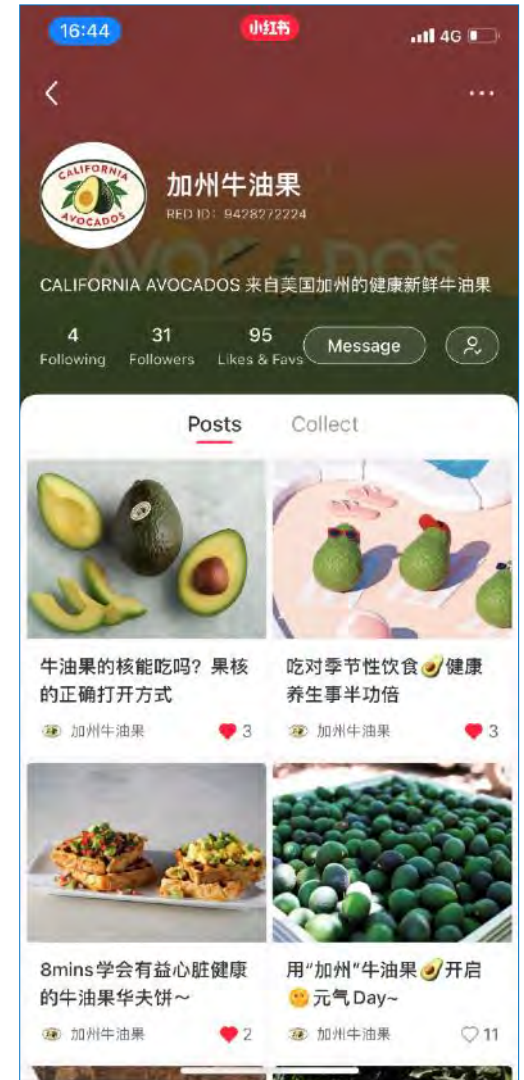
- 35 Homeplus stores
  - May 14-16
  - May 20-22
- 74 Emart stores
  - May 19, 21-22





## EXPORT PROMOTIONS – CHINA

- The focus has been on trade facilitation and consumer education
- “California Avocados” social media account on Redbook was launched on May 9
- Engaged a celebrity chef to feature California Avocados in Chinese cuisine
- Engaged influencers who focus on cooking, healthy living, fitness and parenting to build awareness of California Avocados





HOME	REVENUE	CONSUMER ADVERTISING	ONLINE MARKETING	CONSUMER PR	CONSUMER/ TRADE LIVING WELL	RETAIL	FOODSERVICE	RESEARCH
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## FOODSERVICE: CHAIN PROMOTIONS



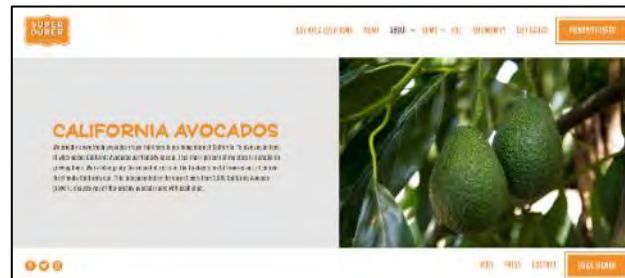
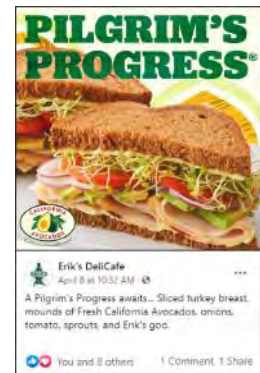
- 27 units (NorCal/Bay Area)
- April 1 – May 31
- California Avocados on the menu



- 15 units (NorCal/Bay Area)
- April 15 – June 1
- New item launch *Parma Burger*



- 400 units (CA, AZ, NV, OR, UT, WA)
- April 29 – July 21
- California Avocados on the menu





HOME	REVENUE	CONSUMER ADVERTISING	ONLINE MARKETING	CONSUMER PR	CONSUMER/ TRADE LIVING WELL	RETAIL	FOODSERVICE	RESEARCH
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**FOODSERVICE: CHAIN PROMOTIONS**



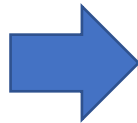
- 402 units (CA, AZ, NV)
- May 1 – September 30
- Upsell to all Breakfast Burritos



- 20 units (SoCal chain)
- May 15 – July 1
- Seasonal celebration and California Avocado upsell



- 43 units (CA, NV)
- May 15 – July 31
- *Sunset Chicken Salad*
- *Ceviche*





- HOME
- REVENUE
- CONSUMER ADVERTISING
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- CONSUMER PR
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- RETAIL
- FOODSERVICE
- RESEARCH

**FOODSERVICE: CHAIN PROMOTIONS**

# NORDSTROM Restaurant Division



- Approximately 100 units inside Nordstrom retail stores
- 12 brands across the western states
- May 30 – July 3
- Celebrated California Avocado Month

- 16 units (12 Mixt; 4 Split)
- NorCal/Bay Area
- June 15 – September 1
- California Avocados on menu





- HOME
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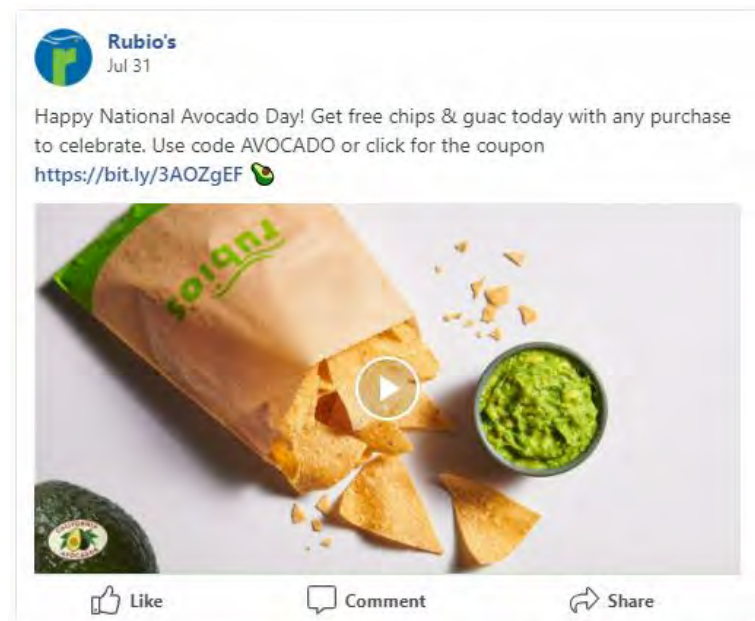
## FOODSERVICE: CHAIN PROMOTIONS



- 238 units (CA, AZ, NV)
- July 1 – July 30
- *Santa Barbara Char Burger*



- 160 units (CA, AZ, NV)
- July 1 – July 30
- California Avocados on menu
- National Avocado Day







- HOME
- REVENUE
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## FOODSERVICE: CHAIN PROMOTIONS



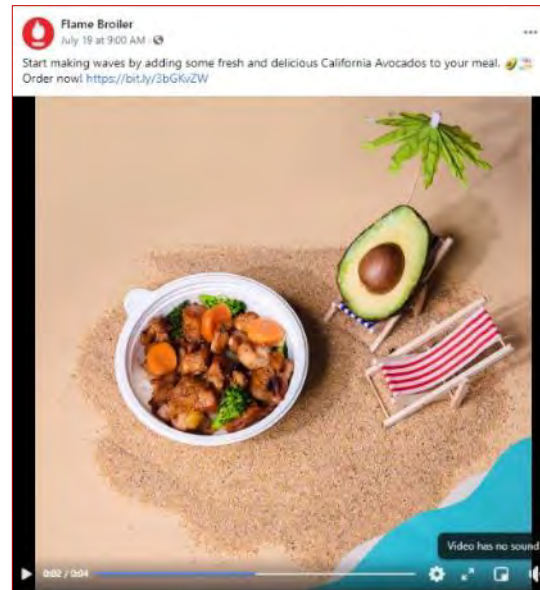
- 41 units (CA, NV)
- July 1 – August 15
- California Avocados on menu



- 160 units (CA, NV)
- July 1 – August 15
- California Avocado upsell



- 69 units (CA, AZ, NV)
- July 12 – August 9
- *Hunter Pence* sandwich

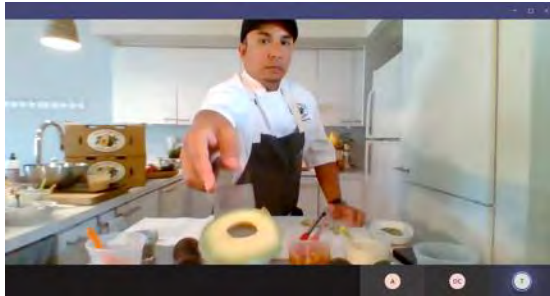




### FOODSERVICE: MENU IDEATION SESSIONS

- With COVID-19 concerns, menu ideation session offered as virtual or on-site
- Concepts based on chain’s menu strategy and operational setup
- Chef Hernandez cooked alongside corporate chain chefs

Utilizing a chain’s current inventory of items with California Avocados, a few of the dishes created that may appear on menus in 2022



Chef Hernandez showing California Avocado up close

On-site demo and discussion





HOME

REVENUE

CONSUMER  
ADVERTISINGONLINE  
MARKETINGCONSUMER  
PRCONSUMER/  
TRADE  
LIVING WELL

RETAIL

FOODSERVICE

RESEARCH

## FOODSERVICE: FLAVOR PAIRING WITH CALIFORNIA AVOCADOS

- Educational component to influence chain culinary R&D to leverage California Avocados in menu builds
- Interactive demo session on how to build unique flavors with California Avocados
- Discussed aromas and taste of each spice, then spice + California Avocado and finally possible menu applications and inspiration
- Offered as a virtual session or on-site session
  - An approach to keep in front of operators with operators who were not traveling first half of 2021
- Mini-demos were provided at an on-site Event



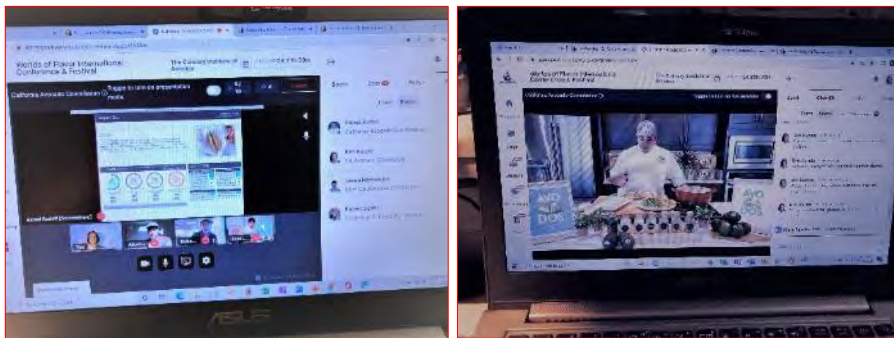


### FOODSERVICE: VIRTUAL EVENTS



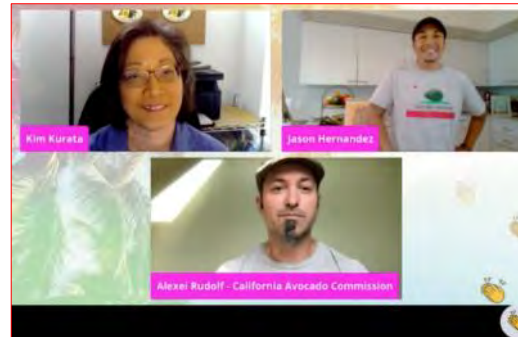
- CIA: Worlds of Flavor
- November 10-13, 2020
- Virtual platform

Online presentation and demonstration



*Virtual* **DEC. 1-2, 2020** *Virtual*  
**THE FLAVOR EXPERIENCE: 2021 VISION**

- Virtual Flavor Experience
- December 1-2, 2020
- Virtual platform



Presentation and demo video

CAC received highest score among operators for best demo session





HOME	REVENUE	CONSUMER ADVERTISING	ONLINE MARKETING	CONSUMER PR	CONSUMER/ TRADE LIVING WELL	RETAIL	FOODSERVICE	RESEARCH
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### FOODSERVICE: ON-SITE EVENTS



- StarChefs Los Angeles
- June 21-30
- Avocado Toast at Sibling Rival
- Featured in the appetizer at awards night



- PMA Foodservice
- July 21-22
- Monterey, CA



- Flavor Experience
- September 6-8
- Monterey, CA





- HOME
- REVENUE
- CONSUMER ADVERTISING
- ONLINE MARKETING
- CONSUMER PR
- CONSUMER/ TRADE LIVING WELL
- RETAIL
- FOODSERVICE**
- RESEARCH

## FOODSERVICE: ON-SITE EVENTS

FOODOVATION EXCHANGE

- FoodOvation Second Harvest
- September 26-28
- Sun Valley, ID



- Global Culinary Innovators Association
- October 10-11
- Portland, ME



- Int'l Foodservice Editorial Council
- October 25-27
- Annapolis, MD





## FOODSERVICE: PRINT ADVERTISING

- Focus on California Avocado season and California cuisine and style
- 16 insertions between March - October
- 4 publications (Flavor & The Menu, FSR, Nation’s Restaurant News and Plate)
- 637,208 impressions

**AVO  
DOS**

**Create California Style with a California Original**

California produces avocados that are colorful, lush in texture and flavor, menu-friendly and flexible, and they anchor the craveable dishes that typify California cuisine. Elevate a menu standard to a new level with the California spin - California Avocado. Everything. Taste. Salad. garnish. menu. accentuator with a unique and delicious take on a popular customer favorite. Placed at the heart of the best avocados have California in them. **For more information, please visit [CaliforniaAvocado.com/Foodservice](http://CaliforniaAvocado.com/Foodservice)**

California Avocado Everything Does Salad

The best avocados have California in them.

©2020 California Avocado Commission

**AVO  
CAS  
DOS**

**Create California Flair with a California Original**

It's tough to beat the fresh appeal of California Avocados. Straight from the Golden State, California Avocados win customers with their lush flavor and texture and endless versatility. To add a California spin, California pizza, California poke or California chicken sends to your menu, just layer on the California Avocado. How can you say California in a dish, a bowl or a bite? Pour on the love, California Avocados. **For more information, please visit [CaliforniaAvocado.com/Foodservice](http://CaliforniaAvocado.com/Foodservice)**

California Octopus and California Avocado

The best avocados have California love in them.

©2020 California Avocado Commission

**AVO  
CAS  
DOS**

**Create California Cuisine with a California Original**

In California, it's no secret that the best dishes on the menu start with our avocados. Toss in menu flexibility, California Avocados are colorful, lush and wildly popular. Operators put California Avocados on toast, on tacos, on pizza, on poke - even on Japanese sandwiches - for a California spin. Their guests expect nothing less than fresh California goodness bite after bite. Try to beat the fresh appeal of California Avocados. They're summer on a plate. **For more information, please visit [CaliforniaAvocado.com/Foodservice](http://CaliforniaAvocado.com/Foodservice)**

California Avocado Merguez Pizza

The best avocados have California summer in them.

©2020 California Avocado Commission



HOME REVENUE CONSUMER ADVERTISING ONLINE MARKETING CONSUMER PR CONSUMER/ TRADE LIVING WELL RETAIL **FOODSERVICE** RESEARCH

**FOODSERVICE: DIGITAL ADVERTISING**

- Leverage pre- and post-season insertion dates to keep top-of-mind among operators
- 39 digital ads appeared on six platforms (Recipe Watch, RB On The Menu, NRA SmartBrief, getflavor.com, FlavorFlash, FSRmagazine.com)
- Over 1.1 million impressions

**RB: ON THE MENU**

The best avocados have California in them.

The best avocados have California in them.

The best dishes have California Avocados in them.

**RECIPE WATCH**



**California Avocado Stuffed Chicken Sandwich**  
Bring the essence of California to spring and summer menus with this open sandwich featuring the lush flavor and sunny color of California Avocados.

[View Recipe](#)



**California Avocado & Thai Noodle Salad**  
California-ize the global appeal of this comforting entrée salad with seasonal Fresh California Avocados on the menu. Peak season alert: May-August.

[View Recipe](#)

**NRA SMARTBRIEF**

**Celebrate the California Lifestyle and Cuisine**  
Celebrate the California lifestyle with produce-forward **tacos** that feature the smooth texture and rich, nutty flavor of Fresh California Avocados. Put the passion for California Avocados to work on spring and summer menus. The best avocados have California in them.  
[For more recipes and information, click here.](#)

ADVERTISEMENT

**Leveraging California Avocados on Your Menu**  
Step 1: Schedule during spring and summer, when Fresh California Avocados are in season. Step 2: Layer smoked ham, aged Gouda and dreamy California Avocados on focaccia. Step 3: Grill. Step 4: Offer on dine-in and to-go menus. The best avocados have California in them.  
[For more recipes and information, click here](#)

ADVERTISEMENT





HOME	REVENUE	CONSUMER ADVERTISING	ONLINE MARKETING	CONSUMER PR	CONSUMER/ TRADE LIVING WELL	RETAIL	FOODSERVICE	RESEARCH
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## FOODSERVICE: ENEWSLETTER

- Enewsletters launched promoting resources to chain partners menuing and promoting California Avocados
- Average open rate 18.63 with a CTR of 2.8% - above magazine average

**Now in season!**

It's California Avocado season and your guests are ready for this seasonal delight to appear on their favorite menus! A recent patron preference study showed that diners want California Avocados on the menu. When you add California Avocados, you're showing you put quality and local sourcing first\* and adding style, an in-season vibe and lots of California cool with Fresh California Avocados.

\*Source: Henri Matheis, "Patron preferences for 'California' and 'California Avocados', 2020"

**We are here for you**

Discover why California Avocados are a big draw to the menu and how the California Avocado Commission can support your summer California Avocado menu promotion!

**California Avocados, any way you want 'em!**

Dine-in, take-out or to go, California Avocados add color, flavor, texture and an in-season vibe to sandwiches and wraps, all summer long.

**Brighten up your menu with California Avocados**

From the sunny state of California, you'll discover carefully nurtured avocados that are creamy in texture and nutty in flavor... just like California sunshine, they look great on everything.

**Discover why California Avocados and fresh-made are natural partners**

California Avocado Commission  
12 Hauchly, Suite L  
Irvine, CA 92618-6305  
949-341-1955  
CaliforniaAvocado.com/Foodservice

**Seasonal. Local. California Avocados.**

It's California Avocados peak season and almost 90% of consumers believe restaurants with California Avocados on the menu feature fresh and high-quality ingredients. Almost 50% of consumers also believe that a menu item with California Avocados has a somewhat to significantly better value. Add some irresistible appeal to summer specials and see why California Avocado lovers believe the best avocados have California taste in them.

\*Source: Henri Matheis, "Patron preference for 'California' and 'California Avocados', 2020"

**California Avocado Tips and Techniques**

From tree to table, we've got you covered with California Avocados. Check out our video library for best practices, tips, facts and new ways to think about using California's iconic fruit.

**Why Avocado Toasts are so Crave-able**

Discover how aromatic compounds in Fresh California Avocados complements or balances other ingredients to build irresistible flavor combinations. Contact us to set up your flavor pairing demo.

**Unleash Summer's Bounty with California Avocados**

Simple, elegant, classic. It's easy to create memorable California cuisine on summer menus with California Avocados, one scrumptious layer at a time.

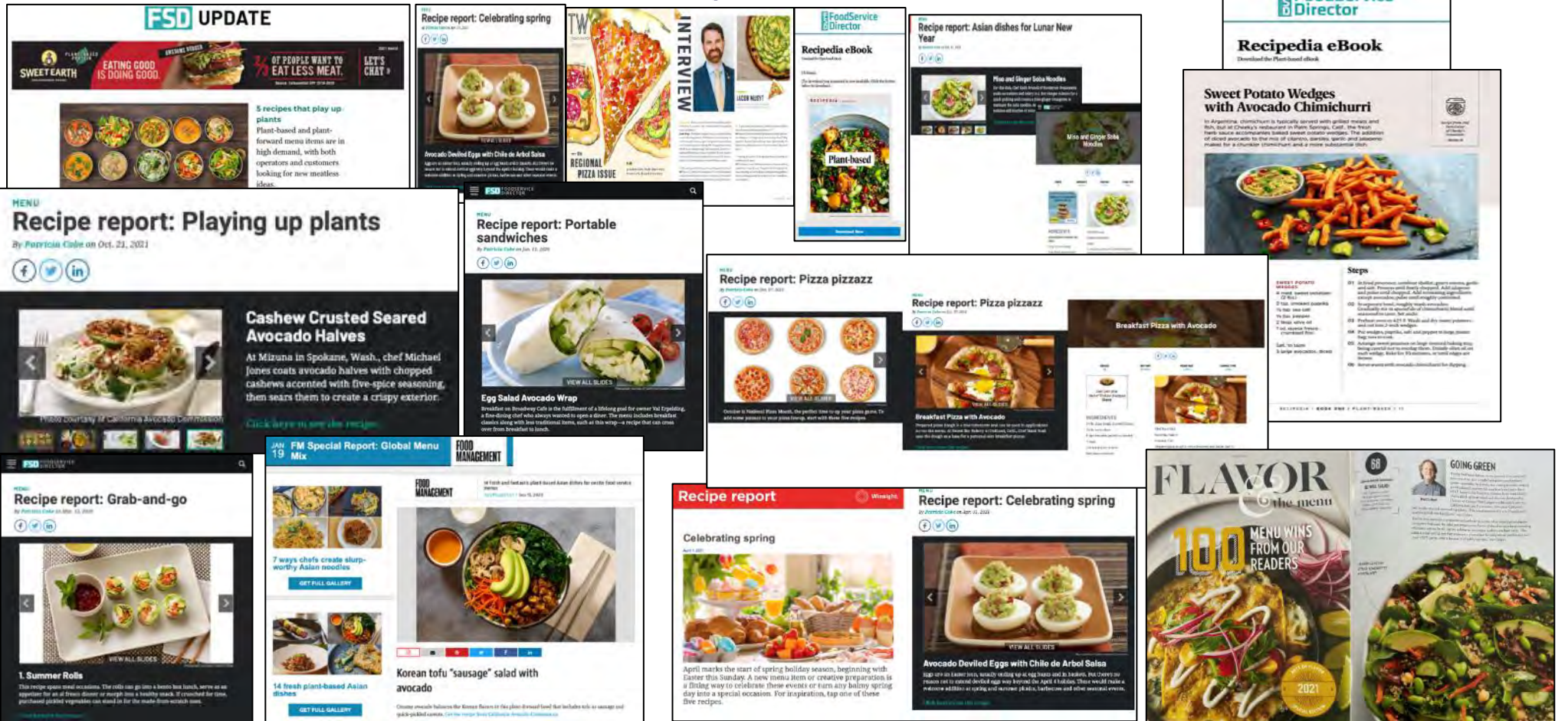
**Discover Your Inspiration with California Avocados**

California Avocado Commission  
12 Hauchly, Suite L  
Irvine, CA 92618-6305  
949-341-1955  
CaliforniaAvocado.com/Foodservice



## FOODSERVICE: PUBLIC RELATIONS

- Over 3.9 million Foodservice PR impressions between November - October
- Key topics: Crop Updates, Seasonal Ingredients, Plant-Based, Local





## FOODSERVICE: PUBLIC RELATIONS

- California Avocado Commission sponsored IFEC Lunch-and-Learn
- 19 Editors and 10 Non-editors participated in an interactive educational series on flavor building

Hi Susan,

**Lunch AND Learn**

**AVOCADOS**  
SAVORY, SULFUR, MAILLARD, DAIRY  
FRUITY, PUNGENT, SOUR, ALCOHOL  
TERPENE, VEGETAL, MARINE

The best flavor combinations have California Avocados in them.

Please join the California Avocado Commission and Chef Jason Hernandez to explore how California Avocados can be a canvas for building flavor combinations and innovative menu items. More details to follow soon.

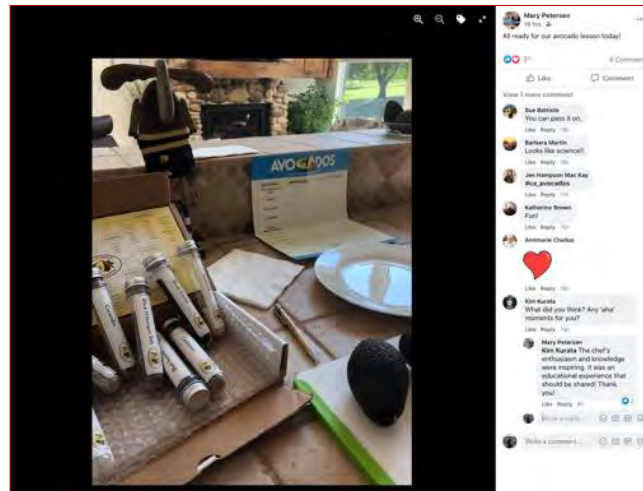
When: Jul 15, 2021 01:00 PM Eastern Time (US and Canada)

Register in advance (the earlier the better) for this meeting:  
<https://goonline.zoom.us/join/register?ZLqD-icqj|EiBuVyxDTK7mTWQ0YxBmRG-1>

After registering, you will receive a confirmation email containing information about joining the meeting and pertinent info you will need to make it an interactive experience.

Email the IFEC office with any questions.

Cheers,  
 Jen Mac Kay





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RESEARCH

## FOODSERVICE: SOCIAL MEDIA PLATFORM

- Position California Avocado Commission's Chef Hernandez as a foodservice influencer
- Created the CALIFORNIA AVOCADO ACADEMY series
- Developed 18 social media videos
  - Emphasize California style, cuisine, season
  - Provide tips and techniques



## CALIFORNIA AVOCADO ACADEMY





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RESEARCH

## RESEARCH: INSTAPANEL STUDY

### 2021 Instapanel Research

- Second round of creative testing includes testing the :06 and :15 video spots as well as the :30 montage video
- Objectives: to better understand the resonance of creative video concepts with targeted consumers as well as impact on perception and shifts in intended behavior
- Methodology: a blend of quantitative and qualitative feedback from avocado consumers
- Highlights:
  - Overall, panelists had a positive reaction to the campaign, and post exposure, they were more likely to pay a premium for California Avocados
  - The campaign clearly communicated the California Difference in a variety of ways, from art to lifestyle moments and product, but finding balance is key
  - Video assets that featured strong elements of the California lifestyle were well-liked by respondents, regardless of whether the product was featured

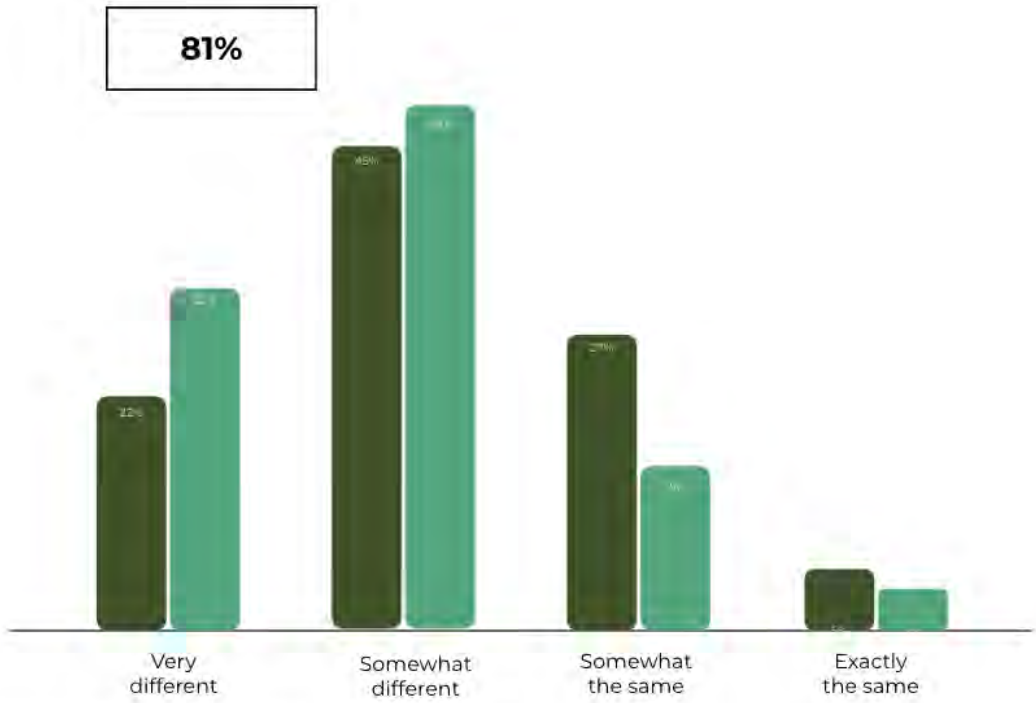


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## RESEARCH: INSTAPANEL STUDY

SEPARATION FROM CATEGORY: How different are California Avocados from avocados from other growing regions?

Before viewing videos      After viewing videos



→ After viewing the campaign, **those who indicated that California Avocados are different from avocados from other growing regions was a total of 81%**

GRAPHS: SEPARATION FROM CATEGORY, TOTAL SAMPLE

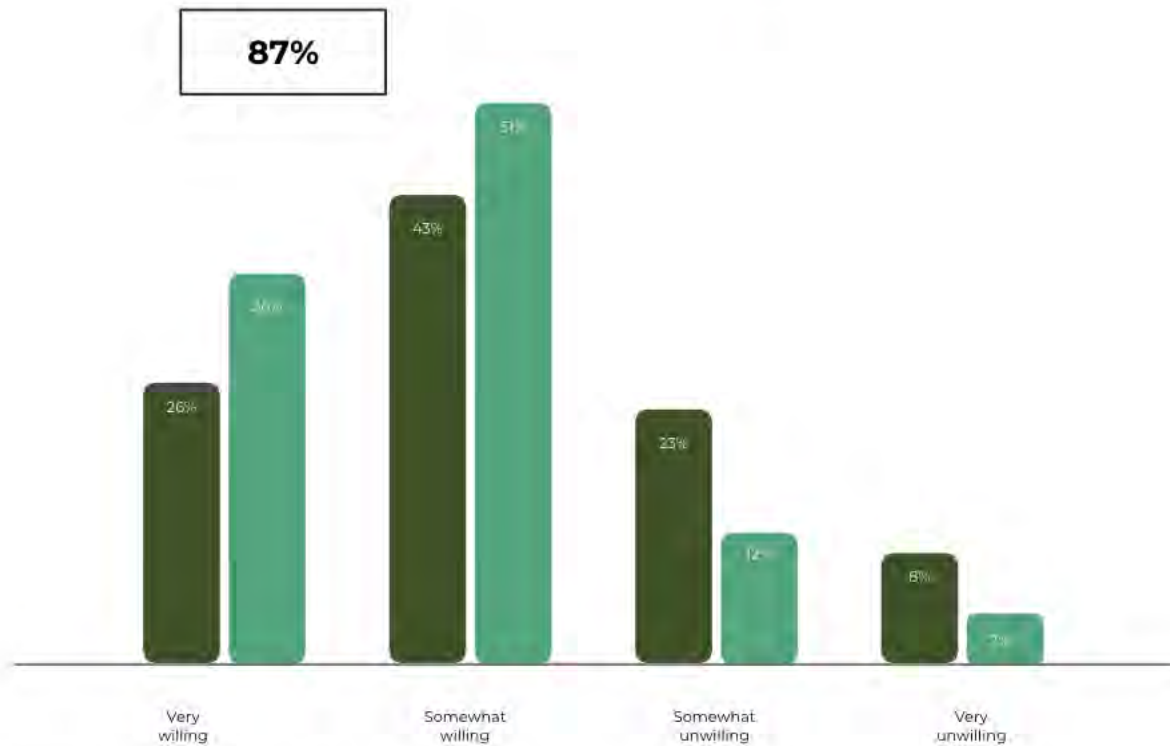


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## RESEARCH: INSTAPANEL STUDY

**WORTH:** How willing would you be to pay a premium for California Avocados?

■ Before viewing videos
 ■ After viewing videos



→ After seeing the videos, the number of total respondents who indicated that **they would pay a premium for California Avocados was a total of 87%.**

GRAPHS: SEPARATION FROM CATEGORY, TOTAL SAMPLE



## RESEARCH: 2021 SPOTIFY NIELSEN BRAND EFFECT STUDY

- Overview:
  - As added value, Spotify implemented a Nielsen Brand Effect study throughout the campaign to gain detailed insights into creative and media performance
- Key Learnings:
  - The campaign generated strong lifts above norms across all brand metrics: Ad Recall, Brand Awareness, Favorability, Intent and Preference of California Avocados
  - Both genders and users ages 18-24 were very engaged with the campaign, driving strong double-digit lifts across all metrics
  - All product types and creative themes contributed to all brand metrics' lifts. Exposure to two or more ad formats led to stronger lifts across all brand metrics than exposure to a single format
  - While both the 2020 and 2021 campaigns resonated with the audience, this current campaign drove significant lifts across all brand metrics

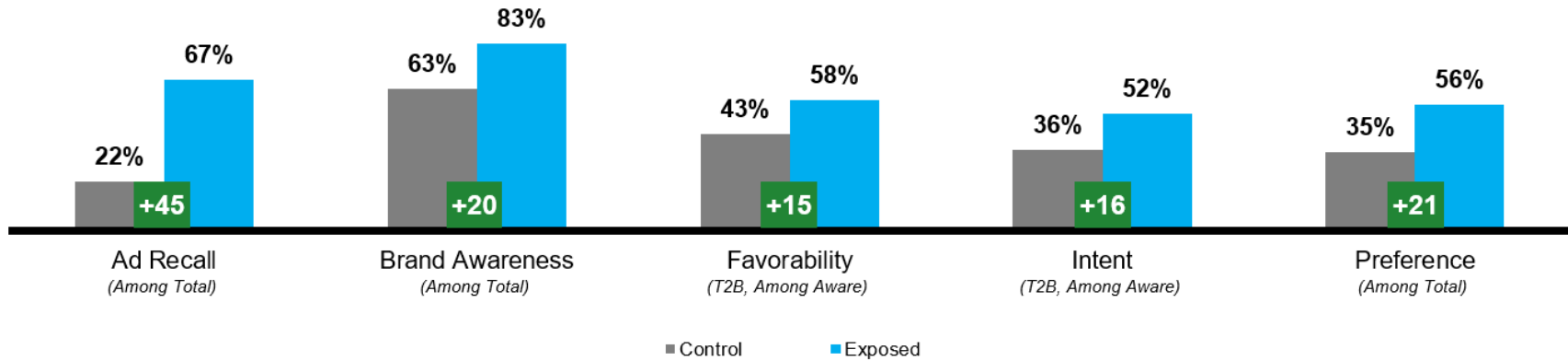




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## RESEARCH: 2021 SPOTIFY NIELSEN BRAND EFFECT STUDY

### Overall Metrics



Normative Deltas | Comparison to CPG US Norm

Ad Recall – Avg. Delta

+20

Brand Awareness – Avg. Delta

+6

Favorability – Avg. Delta

+2

Intent – Avg. Delta

+2

Preference – Avg. Delta

+2

■ Increase 90% c.I.  
 ■ Increase 80% c.I.



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## RESEARCH: 2021 CALIFORNIA AVOCADO TRACKING STUDY

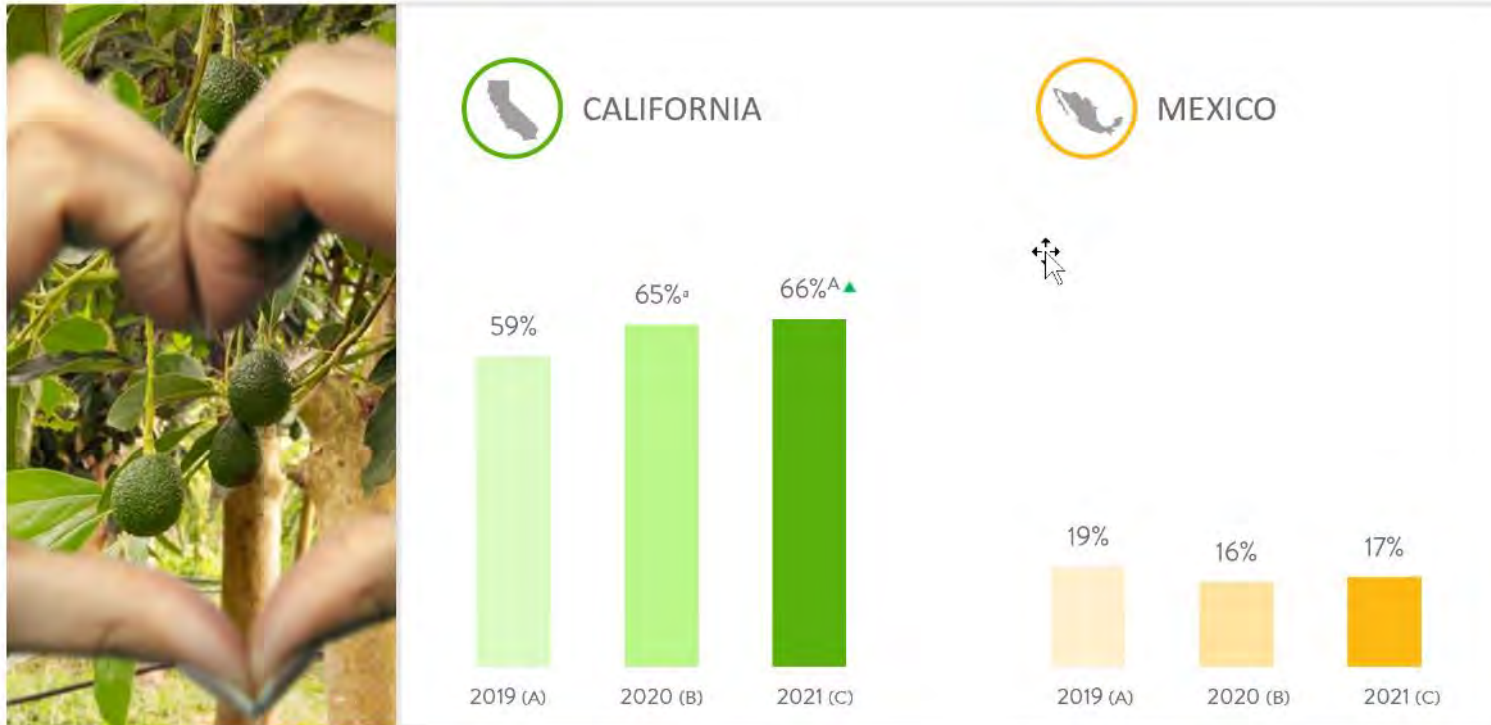
- Objectives: to monitor performance vs. plan objectives, to better understand consumer attitudes and to showcase reasons why retailers should merchandise California Avocados
- Methodology: quantitative study of 1,500+ avocado purchasers
- Timing: fielded in mid-August into September, full report by 11/30/21 (preview next two pages)



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## RESEARCH: 2021 CALIFORNIA AVOCADO TRACKING STUDY – PREVIEW

California remains the preferred growing region by a wide margin.



Base: Total California 2019 (n=607), 2020 (n=505), 2021 (n=503)  
Q9. If given a choice, which avocados would be your preference? Avocados grown in.... Please select only one.

<sup>a</sup> California is significantly higher than Mexico 2021  
Note: No preference remains consistent at 14%



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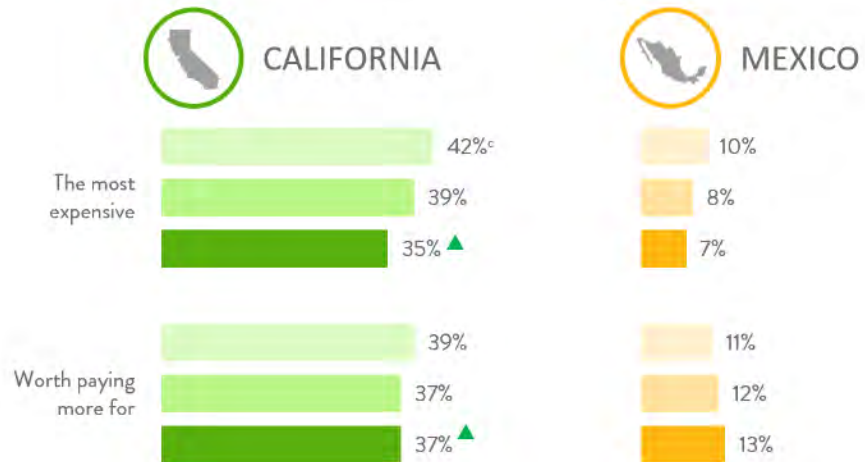
## RESEARCH: 2021 CALIFORNIA AVOCADO TRACKING STUDY – PREVIEW

Consistent with being premium, California Avocados continue to be perceived as more expensive, but worth paying more for.



REGION IS THE BEST...

2019 (A) 2020 (B) 2021 (C)



▲ California is significantly higher than Mexico 2021

Base: Aware of at least two regions 2019 (n=440), 2020 (n=370), 2021 (n=434)

Q10. For each phrase below, please choose the region that most describes the phrase

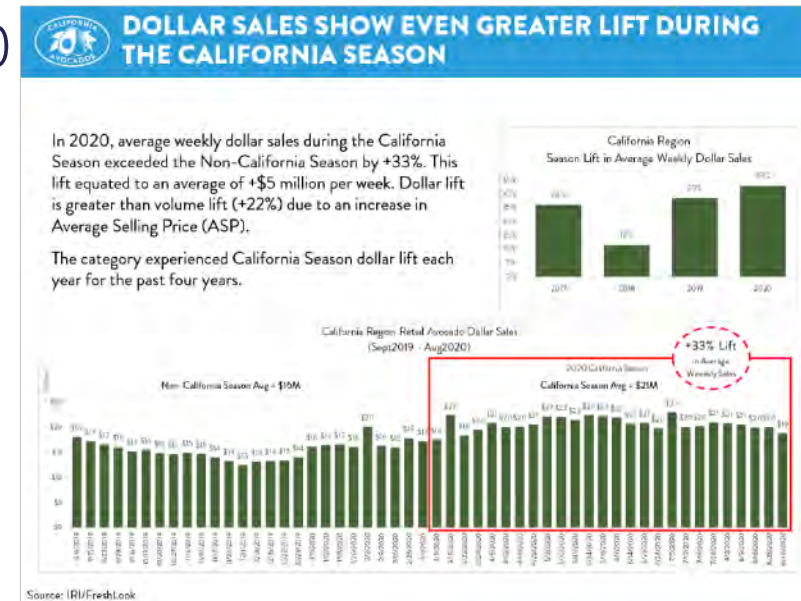
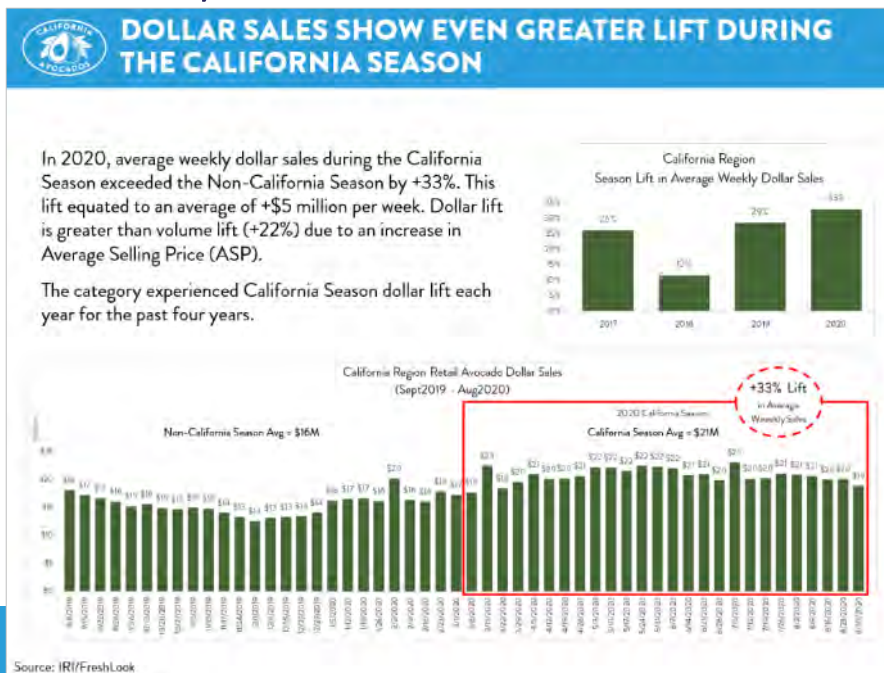
QX1. Now we would like to think about [California Avocados/Avocados from Mexico]. How much do you agree or disagree that the statement describes [California Avocados/Avocados from Mexico]?





## RESEARCH: STATE OF THE AVOCADO CATEGORY

- A multi-year review of the avocado category with a specific focus on the positive impact of the California and Western regions on retail sales (delivered May 2021):
  - Sales lift during the California season
  - Regional per capita unit purchases
  - Incremental sales, volume and lift driven by the California season
  - Special sections: bagged avocados, organic avocados
  - Trends by market (California and Western region)

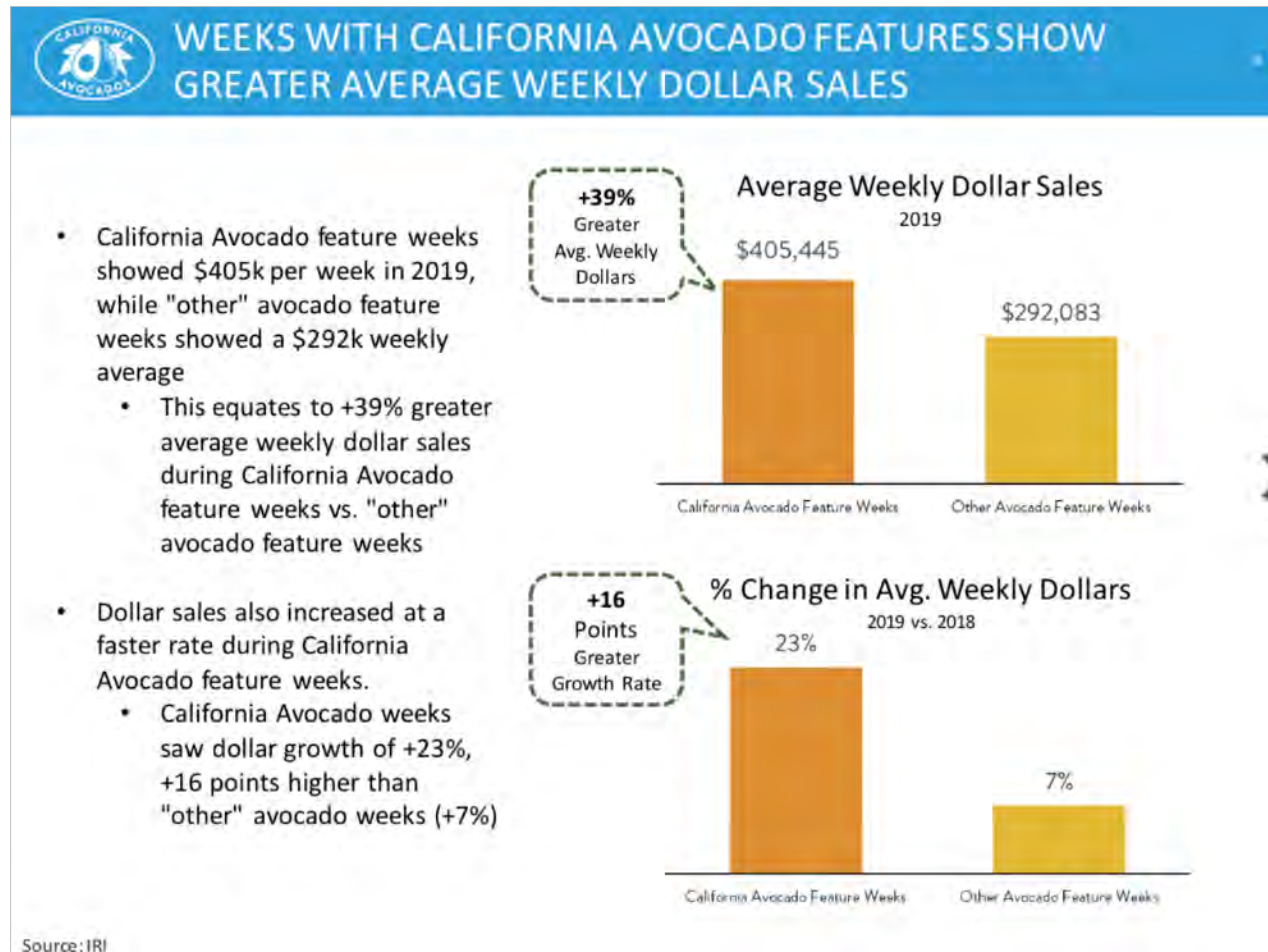






## RESEARCH: CALIFORNIA PROMOTIONAL RETAIL STUDY

- Analysis of data to uncover fact-based results of the retail benefits of advertising and promoting the California brand vs. generic avocados
- Delivered July 2021





## BOARD ACTION

**ITEM 10: RECOMMEND TWO MEMBERS TO SERVE ON THE HASS AVOCADO BOARD AVOCADO SUSTAINABILITY ADVISORY**

**SUMMARY:**

On October 26, 2021 CAC received a letter from Hass Avocado Board Vice Chairman Salvador Dominguez seeking the names of two individuals who wish to serve as the California Avocado Commission representative members on the HAB Avocado Sustainability Advisory. In his request, Mr. Dominguez states that in choosing nominees, it would be preferable that the individuals meet the criteria laid out in the HAB-approved Functions and Responsibilities for the ASA, as outlined in the attached exhibit. It is noted that ASA members will be appointed by the HAB board shortly after the annual meeting, held on December 2, 2021. The first meeting of the newly appointed ASA will occur sometime in January of 2022 and it is expected that they will meet numerous times a year. Also, HAB will pay for all expenses incurred by the advisory members according to HAB's Travel Policy.

Mr. Dominguez has requested that CAC provide the names for the two-member positions by November 26, 2021, therefore recommendations should be made during this November 18, 2021 CAC Board meeting.

**FISCAL ANALYSIS:**

- Not applicable - HAB will pay for all expenses incurred by the advisory members according to HAB's Travel Policy.

**BOARD OPTIONS:**

- Recommend two nominees to serve as members on the HAB Avocado Sustainability Advisory

**STAFF RECOMMENDATION:**

- Staff recommends the CAC Board discuss and submit the names of two individuals to serve on the HAB ASA

**EXHIBITS / ATTACHMENTS:**

- Letter from HAB Vice Chairman Salvador Dominguez Requesting CAC Nominees to Serve on the Avocado Sustainability Advisory
- Avocado Sustainability Advisory Functions and Responsibilities
- Article 7 from HAB Bylaws
- HAB Travel Policy



October 26, 2021  
Mission Viejo, CA

Via Email

**California Avocado Commission**  
Rob Grether, Chairman

Re: Request for Nominees to Serve on the Avocado Sustainability Advisory

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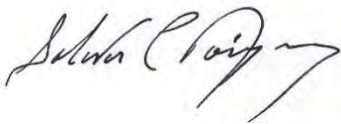
Dear Chairman Grether,

In accordance with the recent board approval of the Hass Avocado Board (HAB) Avocado Sustainability Center (ASC), and the Avocado Sustainability Advisory (ASA) appointment and nomination process on September 20, 2021 (attached for your reference), I am writing to seek the names of two (2) individuals who wish to serve as the California Avocado Commission (CAC) representative members on the ASA. Please provide the names for the two-member positions by November 26, 2021. In choosing your nominees, it would be preferable that the individuals meet the criteria laid out in the HAB-approved Functions and Responsibilities for the ASA that is also attached. HAB will pay for all expenses incurred by the advisory members according to HAB's Travel Policy.

The Avocado Sustainability Advisory members will be appointed by the board shortly after the annual meeting, held on December 2, 2021. The first meeting of the newly appointed ASA will occur sometime in January of 2022. The term of the ASA shall be one year but may serve until a new ASA is seated. Please note that ASA will meet numerous times a year, especially in the early stages of getting the ASC up and running.

We believe the ASC and the ASA will accelerate the sustainability effort of the avocado industry in the United States. HAB looks forward to continuing the engagement with your organization and receiving your nomination no later than November 26, 2021. If you have any questions, please don't hesitate to contact Emiliano Escobedo or me.

Sincerely,



Salvador Dominguez, Vice Chairman  
Hass Avocado Board

cc: Tom Bellamore

Attachments:

- Avocado Sustainability Advisory Functions and Responsibilities
- Article 7 from HAB Bylaws
- Travel Policy



## **Avocado Sustainability Advisory Functions and Responsibilities**

### **ADVISORY FUNCTIONS AND PURPOSE**

The Avocado Sustainability Advisory (ASA) shall be governed in its deliberations and in the transaction of business by the Bylaws of the Hass Avocado Board (HAB) and by the provisions of both the Hass Avocado Promotion, Research and Information Act (Act) and the Hass Avocado Promotion, Research and Information Order (Order).

Through its leadership, the ASA will provide direction in alignment with the Hass Avocado Board's overall purpose, mission, vision and guiding values that results in the Avocado Sustainability Center (ASC) becoming the premier provider of sustainability research, data and information for the Hass avocado industry and a trusted thought-leader in the field of sustainability and agriculture that will provide a better future for the industry. Moreover, the ASA will seek to build and ensure a productive culture fostering the collaboration and exchange of ideas and information, taking into consideration the sustainability interests and goals of the geographic regions represented by associations that receive assessments pursuant to the Act and the Order.

### **COMPOSITION OF THE ASA AND TERM**

The ASA will be comprised of two (2) HAB Board members and two (2) representatives of each state or importer organization that receives assessments pursuant to the Act and the Order. All ASA members shall be appointed in accordance with the HAB Bylaws. The term of each ASA member shall be in accordance with the HAB Bylaws.

### **ASA MEMBER RESPONSIBILITIES**

Each ASA member will abide by the Hass Avocado Board member governance roles and responsibilities and abide by HAB Bylaws, policies and procedures, and the Act's provisions and the Order that govern the HAB.

Each ASA member will take an active and constructive role in helping the ASA perform its work. ASA members will exemplify the guiding principles of the ASA and will bring value to the ASA through being:

#### **I. An engaged representative of their respective associations**

ASA members will be prepared to represent their region and association to the best of their ability. Members will play an active role by participating in discussions that are happening in

their specific region and will relay those findings to the ASA. Members will be a voice for their respective association and will be responsible for serving as a liaison between their association and the ASA to share updates between the two. Members must be effective communicators and a reliable conduit to their associations to keep dialogue open and maintain a constant flow of information between the two groups.

## **2. Knowledge of sustainability practices**

Members will take the necessary steps and actions to remain well-informed on all aspects of sustainability issues, specifically across the three main pillars: people, planet and profit. Members will be oriented towards science and research and will abide by the guiding values of the ASA, ensuring that the work of the ASA is focused on providing a better future for generations to come.

In addition to compliance with the conflict-of-interest policy observed by the Hass Avocado Board, members will conduct the business of the ASA with loyalty to the HAB and the Avocado Sustainability Center, bringing independent-mindedness without bias to any personal, professional or organizational affiliation.

## **3. An active, prepared, and committed participant**

Working collegially in a productive and respectful manner, the ASA members will bring their expertise and experience from their respective cultures, associations and geographies to their ASA duties to work in support of the Avocado Sustainability Center and its constituents.

Members will be active participants, including being fully prepared for meetings and making meeting attendance, participation, and follow-through a priority, as well as taking the initiative to be an informed representative on sustainability as it relates to the ASA. Members will ensure productive and strategic dialogue is employed to move the interests of the ASA forward, without bias to any personal, professional or organizational affiliation.

In addition to the responsibilities outlined above, the ASA will be responsible for the annual nomination of an ASA Chairperson and the submission of that nomination to the Hass Avocado Board. The ASA will be expected to nominate a candidate that has the best interest of the industry in mind and who will exemplify the guiding principles of the ASA.

## ARTICLE 7

### Avocado Sustainability Advisory

**Section 1.** There shall be a committee referred to as the Avocado Sustainability Advisory (ASA) and its role is to govern the Avocado Sustainability Center (ASC).

**Section 2.** The committee shall be composed of (i) two (2) HAB Board members appointed by the HAB Chairperson and (ii) two (2) representatives of each state or importer organization that receives assessments pursuant to the Act and the Order. Each respective state or importer organization shall nominate two (2) representatives selected from names submitted by the stakeholders of such respective organizations after notification is made to affected stakeholders regarding the nomination process. The HAB Chairperson shall then appoint to the Committee the two (2) nominated representatives of each such state or importer organization. If no names are nominated by a respective state or importer organization, then the HAB Chairperson shall select and appoint two (2) members of the committee on behalf of such respective state or importer organization.

**Section 3.** The committee will nominate a committee Chairperson and submit the name to the HAB Chairperson. The HAB Chairperson will appoint the committee chairperson nominated by the committee. If no chairperson is nominated by the committee, then the HAB Chairperson shall select and appoint a committee chairperson.

**Section 4.** A member's term of service on the committee shall be for one (1) year, but a member may continue to serve past one (1) year until a new committee has been appointed. A committee member may be reappointed to serve successive one (1) year terms.

**Section 5.** To constitute a quorum for a committee meeting, at least one more than half of those assigned to the committee must be present. No proxy voting shall be allowed at a committee meeting.

**Section 6.** For any action to be approved by the committee, it must receive the concurring votes of members representing more than 66 percent of those present and voting.



## Travel Policy

Amended & Approved by the Board: 09/12/2019

Approved by USDA 10/30/2019

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## **HASS AVOCADO BOARD TRAVEL EXPENSE POLICY**

This policy supersedes the previously approved Hass Avocado Board Travel and Entertainment Expense Policy.

### **I. General**

The Hass Avocado Board (HAB) will reimburse Members and Staff for all reasonable and necessary expenses incurred in connection with travel on authorized Board business which are approved as activities in support of the Act and Order. Members and Staff are responsible for complying with this Policy. Members and Staff submitting expenses that are not in compliance with this policy risk delayed, partial, or forfeited reimbursement. Members and Staff are expected to use prudent business judgement regarding expenses covered by this Policy.

HAB will limit reimbursement of travel expenses specified under this policy for up to one day prior to the day of the event/function, the night of the event/function, and if necessary, an additional day after the last event/function attended. Reimbursement for any additional days will require written pre-approval with justification, such as evidence that no flights are available at a reasonable hour.

### **2. Policy Application**

- A. Hass Avocado Board Members, Board Alternates and Committee Members will be governed by this policy and will be referred to as “Member” throughout this document.
- B. The term “Staff” refers to employees of the Hass Avocado Board.
- C. The term “Executive Director” refers to the Hass Avocado Board’s Chief Executive.
- D. The Hass Avocado Board will be referred to as “Board” throughout this document.
- E. The term “Officer” refers to an Officer of the Board (Chairperson, Vice Chairperson, Treasurer, or Secretary).
- F. Business meal refers to a meal consumed by a Member or Staff when traveling on HAB Business or when HAB related business is discussed during the meal. Business meals are subject to daily allowance limits established under Section 6 (Meal Allowance) of this policy. The purchase of alcoholic beverages are not permitted as part of business meals.
- G. Entertainment refers to a meal or beverage consumed with a guest(s) for a valid business purpose. Entertainment does not count toward the daily allowance established under Section 6 (Meal Allowance) of this policy. Alcoholic beverages are permitted as part of entertainment.
- H. Group meals refers to a meal consumed at HAB hosted events to which all members and staff are invited. Group meals do not count toward the daily allowance established under Section 6 (Meal Allowance) of this policy. Alcoholic beverages are permitted as part of group meals.

### **3. Pre-Approvals for Travel**

- A. Pre-approval should be done via e-mail to the appropriate person for approval. The pre-approval should include the business purpose, expense, justification, comparatives or reasoning if appropriate.
- B. All staff travel, except for travel included in annual plans and budgets adopted by the Board, must be pre-approved by the Executive Director or an Officer of the Board.
- C. The Executive Director will obtain pre-approval for travel from the Chairperson. If the Chairperson is not available another Officer may review and approve the travel.
- D. All Member travel, except for approved meetings, must be pre-approved by the Board Treasurer. If the Board Treasurer is unavailable, another Officer may review and approve the travel.
- E. Board Treasurer, the Treasurer will obtain Pre-approval from the Chairperson or another Officer.

### **4. Transportation**

#### **A. Personal Vehicle**

- 1. Members and Staff who utilize personal vehicles for business purposes are required to have a valid driver's license. Mileage will be reimbursed at the current allowable IRS rate. When a personal vehicle is used for Board business, it must carry the minimum insurance coverage required by law for bodily injury and property damage. Staff using their own personal vehicles for business shall be reimbursed for their actual miles traveled above and beyond their normal commute only. Members and Staff are responsible for all parking fines and moving violation tickets.

#### **B. Rental Vehicle**

- 1. In general, an intermediate or smaller car is the car type within policy; however, the size and type of the rental car should be appropriate for the number of people in the car and the road conditions on which it will be used. In-car navigation systems and electronic toll payment options for rental cars are considered reimbursable. All other convenience options, e.g. satellite radio, are considered non-reimbursable.
- 2. When renting cars in the US, it is not necessary to purchase rental car insurance as the HAB maintains rental car coverage. When renting a car internationally, it is necessary to purchase insurance at the time of the rental. To maximize cost savings, Members and Staff should refuel rental cars prior to returning. Gasoline for rental car use will be reimbursed as long as gasoline for the car rental is purchased under a self-service option. Rental car "pre-pay" options will not be reimbursed.

### C. Local Transportation/ Travel

1. The most efficient form of transportation should be used to get to and from hotels, airports and other destinations.
2. Allowable methods of transport include shuttles, cabs, ride share and public transportation. Car service is allowed only if the total cost is comparable to that of a cab/ride share fare.

### D. Air Travel

1. All reimbursable air transportation must originate and terminate within the United States. Any air travel originating from outside the United States must be justified and explained with full documentation on the pre-approval request. Hass Avocado Committee members domiciled outside the United States shall be reimbursed for air travel originating and terminating from their domicile outside the United States.
2. In order to optimize cost savings for HAB, travel arrangements should be arranged at least seven days in advance for domestic travel and fourteen days in advance for international travel. Flight insurance is encouraged and is a reimbursable expense to cover unforeseen expenses resulting from medical, family emergencies, accidents, and flight cancellations. All Members and Staff are encouraged to search for the lowest available restricted but changeable fare, rather than fully-refundable fare. HAB will reimburse Members and Staff for any justifiable flight changes.
3. All Members and Staff must fly coach for all flights within the United States, Mexico, or Canada. For international travel to countries other than Mexico or Canada, Members and Staff are permitted to fly business class for on trips exceeding six hours. First class air travel is not reimbursable. Personal miles or points may be used to upgrade to a higher class service, or the traveler may opt to pay personally for an upgrade.
4. Airline receipts from the carrier shall be included with the expense report form. Travel agent receipts submitted must be accompanied by the airline receipt and include the E-ticket number and record locator for the flights in order for HAB to verify records. Travel Agent Invoices submitted without proper back-up will not suffice and may delay reimbursement.
5. HAB will reimburse airline baggage fees for up to 1 standard checked bag. Pre-approval to check additional bags at HAB expense with written justification may be approved.
6. When Members are attending other HAPRI association meetings during the same period as HAB events/functions, HAB will reimburse 50% of the air travel related expenses.

## **5. Lodging**

1. In cities where the HAB has contracted with a specific hotel, Members and Staff will book a room at the contracted hotel. In cities where there is more than one contracted hotel, the Members and staff may choose among contracted hotels. When travel schedules require



early hotel check in and additional hotel charges are incurred, the additional charges are considered reimbursable.

2. In cities where HAB does not have a contracted hotel, or all contracted hotels are sold out, the lodging selected must not exceed the maximum nightly rates (before taxes and fees) listed below:
  - \$350 New York City and Washington D.C.
  - \$250 All other U.S. and International locations
3. At times, when demand is high and hotels are sold out, the hotel rooms still available are priced higher than the HAB's stated maximum rate. In this case, Members and Staff will book the most reasonable option and retain a record of why the maximum rate was exceeded and submit for pre-approval. If a Member or Staff must cancel a hotel reservation, they should do so through the site/method through which the reservation was originally booked. Members should plan early to avoid cancellation fees. A "no-show" charge is not reimbursable, unless it results from unavoidable circumstance.

## **6. Meal Allowance**

- I. Members and Staff will be reimbursed up to a daily maximum of \$120.00 per claimant excluding applicable taxes and a maximum gratuity of 20%. The maximum includes any daily combination of meals, snacks, minibar, and beverages. Members and Staff should ask for separate checks to avoid exceeding the \$120.00 daily maximum. Itemized receipts are required to support all meal expenses, including meals charged to the hotel room.

## **7. Seminars, Conferences & Conventions**

Members must obtain pre-approval prior to attending a seminar, conference, lecture, or other event of a business nature. Attendance by Staff shall be considered approved when annual plans and budgets are adopted by the Board, otherwise they shall follow the pre-approval process.

## **8. Miscellaneous**

### **A. Incidentals:**

The Board will reimburse, with a receipt when possible, the following items:

1. Internet, and facsimile expenses related to Board business
2. Laundry and dry cleaning services when traveling on Board business for more than five consecutive days.
3. Tolls, parking, porter and baggage handling tips.

### **B. International Travel**

- I. International travel by Staff shall be considered approved when annual plans and budgets are adopted by the Board, otherwise they shall follow the pre-approval process.

2. All expenses must be shown in U.S. dollar values. The currency exchange rate that will be accepted by the HAB is from the US Treasury Department's Financial Management Services as well as the daily exchange rates listed on receipts and/or credit card statements. Use the "Comments" section of expense report to indicate foreign currency exchange rates used.

## **9. Travel Expense Reports**

1. Falsification of a travel expense report will be brought to the Board's attention.
2. Expense reports should be submitted to the HAB Vice President of Finance after completion of each trip, and within a reasonable amount of time, not to exceed 3 months. Electronic submission is preferred for processing.
3. If obtained, a copy of the pre-approval and supporting documentation must be submitted with the travel expense report form.
4. A receipt must be submitted for any expense over \$20. The hotel invoice or folio are insufficient supporting documentation for room charges, please include itemized receipts for room charges and meals.
5. It is preferable for travelers to submit original receipts; however, if originals are not submitted, the traveler must retain original receipts for at least three years in case of an audit. Original receipts are receipts for cash expenses or hard-copy printouts from electronic sources, such as for airfare or lodging. If a receipt is unavailable or lost, a written statement is required by the claimant providing the reason and detail of the expenditure.
6. All meal and entertainment expenditures subject to reimbursement must include:
  - Names of people in attendance and relationship to HAB
  - Business purpose - In the case of Board functions, an invitation to Board functions will suffice.
  - Place where the expense took place
  - Date of expense
  - Amount to be reimbursed

## **10. Travel Expense Form Approvals**

1. If the traveler is Staff, the expense report form shall be approved by the Executive Director. If the Executive Director is not available, the expense report form can be approved by the Board Chairperson or Board Treasurer.
2. If the traveler is the Executive Director, the expense report form shall be approved by the Board Chairperson or the Board Treasurer.

3. If the traveler is an officer, the expense report form must be reviewed and approved by the Board Chairperson. If the Board Chairperson is unavailable, another Officer may review and approve the form.
4. If the traveler is the Board Chairperson, the expense report form must be reviewed and approved by the Board Treasurer first. If the Board Treasurer is unavailable another Officer may review and approve the form.
5. If the traveler is a Member, the expense report form must be approved by the Board Treasurer first. If the Board Treasurer is unavailable, another Officer may review and approve the form.

## **II. Exclusions**

The following expenses are not be reimbursable:

1. In-room mini-bar alcohol purchases.
2. Valet Parking, unless the hotel or venue prohibits guests from parking their own vehicles.
3. Personal expenses (movies, games, spa visits, golf outings, optional social activities.)
4. Traffic and/or parking violation fines, towing charges, legal fees, or other payments resulting from illegal actions.
5. Vehicle fuel purchases when mileage is being reimbursed.
6. Repairs to personal vehicles.
7. Family members' and guest expenses,' including room service or extra hotel charges for additional guests.
8. Laundry service unless the trip is longer than five days.
9. Lunches and dinners without a primary business purpose. The fact that lunchtime or dinnertime is a convenient time to meet does not convert a personal expense to a business expense.
10. First-class fare
11. Tips in excess of 20%
12. Travel accident insurance premiums