



AGENDA

California Avocado Commission
Board of Directors Meeting

Meeting Information

Date: October 20, 2022

Time: 9:00 a.m.

Location: Hybrid Meeting

Physical Meeting Location:
California Avocado Commission
12 Mauchly, Suite L
Irvine, CA 92618

Web/Teleconference URL:

<https://californiaavocado.zoom.us/j/82700958041?pwd=dWNoYzNjZDBQQngzeWgxaEV3OTZBZz09>

Conference Call Number: (669) 900-6833

Meeting ID: 827 0095 8041

Passcode: 559555

Meeting materials will be posted online at least 24 hours prior to the meeting at:
<https://www.californiaavocadogrowers.com/commission/meeting-agendas-minutes>

Board Member and Alternate Attendance

As of Friday, October 14, 2022, the following individuals have advised the Commission they will participate in this meeting:

Gary Caloroso, *Member*

Will Carleton, *Member*

Jason Cole, *Member*

John Cornell, *Member*

Maureen Cottingham, *Alternate*

Rob Grether, *Member*

Jessica Hunter, *Member*

Connor Huser, *Alternate*

Ohannes Karaoghlanian, *Member*

Catherine Keeling, *Alternate*

Rachael Laenen, *Member*

John Lloyd-Butler, *Member*

Daniella Malfitano, *Member*

Daryn Miller, *Member*

Michael Perricone, *Member*

Andrew Prechtel, *Member*

Peter Shore, *Member*

Charley Wolk, *Alternate*

Time	Item
9:00 a.m.	<ol style="list-style-type: none"> 1. Call to Order <ol style="list-style-type: none"> a. Roll Call/Quorum 2. Opportunity for Public Comment Any person may address the Board at this time on any subject within the jurisdiction of the California Avocado Commission. 3. Consent Calendar <ol style="list-style-type: none"> a. Consider approval of Board of Director’s meeting minutes of August 18, 2022 b. Consider approval of Board of Director’s meeting minutes of September 14, 2022 c. Consider approval of Board of Director’s meeting minutes of September 16, 2022 d. 2021-22 Financial and crop update 4. Consider Recommendation of Public Member for Term Commencing November 1, 2022 5. Treasurer’s Report 6. Establish Assessment Rate for 2022-23 Fiscal Year 7. Consider Approval of 2022-23 Proposed Business Plan & Budget 8. Chairman’s Report <ol style="list-style-type: none"> a. Engagement of Moss Adams on 2022 Internal Control Design Assessment b. Recommend Member and Alternate to Serve on Hass Avocado Committee
12:15 p.m.	9. Adjourn Meeting

Disclosures

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. 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 or 949-341-1955.

Summary Definition of Conflict of Interest

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 3.a: CONSIDER APPROVAL OF BOARD OF DIRECTORS' MEETING MINUTES
OF AUGUST 18, 2022**

SUMMARY:

The minutes of the Board of Directors' regular meeting of August 18, 2022 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 August 18, 2022

**CALIFORNIA AVOCADO COMMISSION
BOARD MEETING MINUTES
August 18, 2022**

A meeting of the California Avocado Commission (CAC) Board was held on Thursday, August 18, 2022, 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
Michael Perricone
Andrew Prechtl
Peter Shore

ALTERNATES PRESENT

Will Carleton
Maureen Cottingham
Connor Huser
Ryan Rochefort
Charley Wolk

MEMBERS ABSENT

Catherine Keeling

ALTERNATES ABSENT

None

OFFICIALLY PRESENT

Marlene Betts, *USDA*
Ben Kardokus, *CDFA*
Candace Hollar, *Mediahub*
George Soares, *Kahn, Soares
& Conway*
Dr. Tim Spann, *Spann Ag*

STAFF PRESENT

Monica Arnett
April Aymami
Zac Benedict
Dave Cruz
Jan DeLyser
Angela Fraser
Stacia Kierulff
Miriam Martinez
Ken Melban

GUESTS PRESENT

David Anderson
Carolyn Becker
Casey Beltran
Rick Carey
Emiliano Escobedo
Brittany Ferrant
Elizabeth Flores
Lauren Kelley
Kim Kurata
Eric Lancaster
Grey Martin
John McGuigan
Jillian McMenamin
Marji Morrow
Steven Muro
Jill Netzel
Laura Paden
Barb Peirce
Lecia Rdzak
Matt Schraut

ITEM #1 CALL TO ORDER

Roll Call/Quorum – Item 1.a.

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

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 meeting. She asked for all other guests to announce themselves and recorded all participants in attendance.

ITEM # 2 OPPORTUNITY FOR PUBLIC COMMENT

Grey Martin addressed the Board, stating that he had previously made comments at an Executive Committee meeting regarding the need for more grower-driven outreach. He voiced concerns about research being focused on finding unknown varieties, when more focus should be on the known varieties. Mr. Martin stated that the current 5,000 pounds per acre average was not enough to sustain California growers, and that there were more precocious varieties than Hass. Mr. Martin offered to be available to participate in grower meetings and answer questions.

ITEM # 3 CONSENT CALENDAR

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

MOTION:

The CAC Board of Directors approves the Consent Calendar, Items 3.a through 3.d as presented.

(Cornell/Cole) MSC Unanimous

MOTION 22-8-18-1

The Consent Calendar is included in the August 2022 Board Packet and is attached to the permanent copy of these Minutes and identified as EXHIBIT A, Items 3.a through 3.d.

ITEM #5 CHAIRMAN'S REPORT

Consider Recommendation of Public Member for Term Commencing November 1, 2022 – Item 5.d.

Mr. Grether accommodated a request from a Board member to allow participants interested in the Public Member seat the opportunity to speak prior to the Board going into Closed Session.

Eric Lancaster expressed his interest in CAC's Public Member seat and provided an overview of his experience and qualifications. He noted that he had been working in agriculture for 25 years as vendor in biologicals. Mr. Lancaster stated that he was familiar with working with growers in the pecan and pistachio industry, as well as a board of directors. In response to a question, Mr. Lancaster commented that while he did reside out of state, it was a reasonable drive and he would be able to attend CAC Board meetings.

Mr. Grether thanked Mr. Lancaster for his comments and stated that the Board would discuss this topic further during the Chairman's Report following the Closed Session.

ITEM # 4.a CLOSED SESSION REGARDING THE APPOINTMENT, EMPLOYMENT, EVALUATION PERFORMANCE, OR DISMISSAL OF AN EMPLOYEE PURSUANT TO CALIFORNIA GOVERNMENT CODE SECTION 11126(a)

Mr. Grether convened a Closed Session of board members, alternates, legal counsel, and CDFA and USDA representatives at 9:30 a.m. It was noted for the record that CAC Board Member Gary Caloroso recused himself and was not present during the Closed Session.

ITEM #4.b RETURN TO OPEN SESSION AND ANNOUNCE ACTION TAKEN IN CLOSED SESSION, IF ANY

Mr. Grether returned to open session at 11:35 a.m. and announced that while the search process was still underway for CAC's next president, during the time since Tom Bellamore had resigned, there has been a need for clear designation of interim leadership. At the advice of legal counsel, the CAC Executive Committee had voted at their August meeting to name himself, Rob Grether, as acting president during this time of transition. The Board had discussion during Closed Session regarding this decision and took the following action:

To retain Ken Melban as Interim President of the California Avocado Commission for a duration established by the Commission Board of Directors, to perform all duties of the position of President of the Commission, subject to approval by the Executive Committee.

Mr. Grether thanked Mr. Melban for his willingness to serve as CAC's interim president until the president search process was completed.

ITEM #5 CHAIRMAN'S REPORT (CONTINUED)

Consider approval of delegation of authority – Item 5.a.

Update on President & CEO Search – Item 5.b

Update on overage administration of the Commission – Item 5.c

Mr. Grether stated that no further action or discussion was necessary on these topics, as the Board had already taken action to retain Mr. Melban as interim president. He noted that he was hopeful the Board would reconvene in September with recommendations from the task force on the next president.

Consider Recommendation of Public Member for Term Commencing November 1, 2022 – Item 5.d.

Mr. Grether expressed his gratitude to current CAC Public Member Daniella Malfitano for her service on the Board and valuable contributions during her tenure. The Board discussed the two interested persons, Kel Mitchel and Eric Lancaster, for the position of Public Member. Specifically, there were

questions raised about Mr. Lancaster's current involvement in the avocado industry and whether he was being compensated for services he was providing to a seated Board member. It was clarified that Mr. Lancaster worked as a consultant for a company that sells products to the agricultural industry. Comments were made in favor of Kel Mitchel due to his experience in the water industry and because he was a California resident.

MOTION:

***Move to recommend Eric Lancaster as Public Member.
(Cornell/Karaoghlanian)***

Following the motion, additional discussion took place regarding the purpose of the public member and the intent of the law for those who serve in this role. A comment was made that the public member should be wholly independent of the agricultural industry and represent the interests of the public. Ben Kardokus with CDFA noted that the only requirement of the public member was that they not have a financial interest in the industry. Hearing CDFA's comments, there was concern that neither candidate may be eligible to serve as the public member due to their financial interests in the agriculture and potential interest in the avocado industry. It was agreed to rescind the motion and advise the interested parties that the recommendation for the public member position would be deferred to a later date.

The Public Member Statement of Interest and Qualifications are included in the August 2022 Board Packet and is attached to the permanent copy of these Minutes and identified as EXHIBIT A, Item 5.d.

ITEM #7 MARKETING

2021-22 Consumer Marketing Program Review – Item 7.a.

Jan DeLyser, CAC vice president marketing, introduced Candace Hollar with Mediahub to provide an overview of the year-to-date consumer advertising media results. Ms. Hollar presented year-to date impressions and activities conducted for the consumer outdoor, audio, digital brand, digital custom content, digital retail, social brand and social retail programs. She noted that the results took about six weeks to finalize, therefore this did not reflect the full year, but a majority of the California season which ran through July.

Board discussion ensued, with questions raised about clicks versus engagement, advertising with online retailers, and cost per click. Ms. Hollar stated she could get the cost per click information, however, Ms. DeLyser commented that many of CAC's messages are geared toward engaging with the consumer and not necessarily a call to action resulting in a click.

The Consumer Advertising Results to Date presentation is attached to the permanent copy of these Minutes and identified as EXHIBIT B.

Ms. DeLyser called the Board's attention to the Marketing Dashboard included in the Board packet and encourage members to follow up if they had any questions.

The California Avocado Commission Dashboard Update – Through July 31, 2022 is included in the August 2022 Board Packet and is attached to the permanent copy of these Minutes and identified as EXHIBIT A, Item 7.

ITEM #6 INDUSTRY AFFAIRS

District member meetings with growers – Item 6.a.

Mr. Melban reported that commissioner-led district grower meetings were scheduled for September 13 in Ventura and September 20 in Fallbrook. He stated that commissioners would run these meetings with CAC staff, specifically himself, Jan DeLyser and April Aymami, attending to support.

Avocado Brainstorming funding request – Item 6.b.

Mr. Melban referred to Item 6.b in the Board Packet, a request for sponsorship of the Avocado Brainstorming event to be held in Brisbane, Australia March 27-30, 2023, prior to the World Avocado Congress in Auckland, New Zealand. Dr. Tim Spann commented that CAC's production research committee had met and recommended supporting the event at the \$10,001 sponsorship level, which provides CAC the ability to send two delegates. He noted that the \$10,000 level felt proportional to the committee and that while there may not be tangible results from the Avocado Brainstorming event, the committee felt there was benefit to the California industry in supporting the dissemination of knowledge among the international avocado research community. Dr. Spann also confirmed his availability and willingness to attend the Avocado Brainstorming event as one of CAC's delegates.

MOTION:

The CAC Board of Directors approves supporting the Avocado Brainstorming 2023 event at the \$10,001 sponsorship level.

(Caloroso/Cole) MSC Unanimous

MOTION 22-8-18-2

The Avocado Brainstorming Funding Request is included in the August 2022 Board Packet and is attached to the permanent copy of these Minutes and identified as EXHIBIT A, Item 6.b.

World Avocado Congress – Item 6.c.

Mr. Melban reported that registration for the World Avocado Congress event was currently open, with early-bird pricing available through October. He noted that he had spoken with the event planners and that CAC could purchase registrations under the early-bird pricing and name attendees at a later date. Mr. Melban commented that this was just informational and that the Board would need to decide in October to secure the early-bird pricing.

South Coast Field Station land development plan – Item 6.d.

Mr. Melban provided an update on the South Coast Field Station land development plan, which included 40 acres of land being transferred to UC Irvine faculty housing. He noted that a call was scheduled with university personnel and advisors, as well as CAC staff, legal and board members to discuss the option of identifying alternative acreage at South Coast Field Station that would minimize the impact to the planted avocado acreage.

Commission's participation in avocado festivals – Item 6.e.

Mr. Melban stated that while the Commission had a long-standing history of participating in avocado festivals, the return on investment of the sponsorships and staff resources have been the topic of many discussions. With the Morro Bay and Carpinteria festivals coming in the Fall, he reported that staff had informed the Executive Committee that no resources had been allocated in the current year's budget and CAC would not be participating. There was a question as to whether CAC would participate in the future, to which there was consensus that there was very little benefit to CAC in participating in these events, as they do not drive the sale or consumption of California avocados.

ITEM #8 PRODUCTION RESEARCH

Committee Meeting Summary – Item 8.a.

Preliminary Budget for FY 2022-23 – Item 8.b

Dr. Spann reported that the Production Research Committee had met to review proposals for the coming year, with the following recommendations:

- consider supporting the Avocado Brainstorming at the Platinum (\$10,001 - \$15,000) or Titanium (>\$15,000) level.
- funding Dr. Ali Montazar's proposal (\$217,697 for three years (\$95,041 FY 2022-23)) to expand his CDFR-funded crop coefficient for avocado to improve irrigation management project to include trial sites in Ventura County to have a more representative sample California avocado growing areas.

- funding Dr. Patricia Manosalva's project to continue the evaluation of five elite rootstock selections from the UC Riverside breeding program at a slightly reduced level from what was requested for a total of \$225,000 for three years (\$75,000 FY 2022-23).

Dr. Spann noted that the funding approved earlier in the meeting for the Avocado Brainstorming would be added to the Industry Affairs budget for 2022-23. He stated the funding recommendations for the avocado crop coefficient and rootstock projects, as well as prior funding commitments, were included in Item 8 of the Board packet and totaled \$270,981. Dr. Spann noted that this was informational at this time and the projects and budgets in their final form would be presented to the Board for approval as part of the total 2022-23 CAC Business Plan and Budget at the October meeting.

The *Production Research Report and Draft 2022-23 Research Budget* are included in the August 2022 Board Packet and is attached to the permanent copy of these Minutes and identified as EXHIBIT A, Item 8.

ITEM #6 TREASURER'S REPORT

2022-23 Preliminary Budget and Assessment Rate

Jason Cole, CAC treasurer, reported that the Finance Committee had met and reviewed CAC's current reserves policy with consensus to maintain the existing policy which sets a goal of ending a fiscal year with no less than 5 million dollars in reserves. He noted that the committee had reviewed CAC's current financial position, and that despite the lower than estimated crop volume, the high prices received this season positioned CAC to end the year with over \$10 million in reserves. Mr. Cole summarized the Committee discussion regarding next year's crop noting a similar crop size to the current year, better individual fruit sizing and that the average price could be \$1.50 per pound or more.

Mr. Cole provided the committee's recommendation to lower the assessment rate to 1% for the 2022-23 fiscal year, noting this had been done one time previously in an effort to lower the CAC reserve balance. He stated that the committee also looked at the marketing spend and were supportive of reviewing how marketing funds are allocated in the budget (spend per pound vs. percent of total CAC budget).

The Board discussed the proposed assessment rate reduction and how this reduction would impact CAC's reserves in two years. These concerns were addressed in review of the two-year budget scenario indicating reserve levels above the \$5 million reserve policy threshold. The Board looked at the historical marketing spend, which averaged \$0.031 per pound, as well as the percent that had been allocated between consumer and retail/trade. It was noted that based on a crop size similar to this year (250-270 million pounds), using the spend per pound method would result in an approximately \$8 million marketing budget. Concern was raised by Ms. DeLyser that the economy was dealing with inflation, yet an \$8 million marketing budget would result in a decrease of over a million dollars from the current budget; she asked for consideration of at least an \$8.5 million marketing budget. In addition to the overall marketing budget, there was Board support for CAC to review the allocation between consumer and retail, with an increase in retail/trade activity to reflect closer to a 60/40 or 50/50 split.

Coming out of discussion, the Board directed CAC management to develop the draft 2022-23 business plan and budget based on two marketing budget tiers, \$8 million and \$9 million, and to provide details of the differences between the two tiers. In addition, it was requested that management review the current allocations between consumer and retail/trade activities, incorporating additional retail support in the proposed plans. It was noted that the CAC Merchandise Shop plans would be addressed as part of the complete business plan and budget in October.

California Avocado Commission
Board Meeting Minutes
August 18, 2022

ADJOURN MEETING

Mr. Grether adjourned the meeting at 1:50 p.m. The next regularly scheduled Board meeting will be held on October 20, 2022.

Respectfully submitted,

April Aymami, CAC Industry Affairs Director

I certify that the above is a true statement of the Minutes of August 18, 2022 approved by the CAC Board of Directors on October 20, 2022.

Jessica Hunter, CAC Board Secretary

EXHIBITS ATTACHED TO THE PERMANENT COPY OF THESE MINUTES

- EXHIBIT A August 2022 Board Packet
- EXHIBIT B Consumer Advertising Results to Date Presentation
- EXHIBIT C August 18, 2022 Board Meeting AB 2720 Roll Call Vote Tally Summary

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

Meeting Name: <i>California Avocado Commission Regular Board Meeting</i>	Meeting Location: <i>Hybrid In-person (Irvine) Online (Zoom)</i>	Meeting Date: <i>August 18, 2022</i>
--	--	--

<i>Attendees Who Voted</i>	<u><i>MOTION</i></u> <u><i>22-8-18-1</i></u>	<u><i>MOTION</i></u> <u><i>22-8-18-2</i></u>
Michael Perricone	Yea	Yea
Jessica Hunter	Yea	Yea
Ohannes Karaoghlanian	Yea	Yea
John Cornell	Yea	Yea
Rob Grether	Did Not Vote	Did Not Vote
Maureen Cottingham	Yea	Yea
Jason Cole	Yea	Yea
Rachael Laenen	Yea	Yea
Daryn Miller	Yea	Yea
Andrew Prechtl	Yea	Yea
Peter Shore	Yea	Yea
Gary Caloroso	Yea	Yea
Daniella Malfitano	Yea	Yea
<i>Outcome</i>	Unanimous	Unanimous



BOARD ACTION

**ITEM 3.b: CONSIDER APPROVAL OF BOARD OF DIRECTORS' MEETING MINUTES
OF SEPTEMBER 14, 2022**

SUMMARY:

The minutes of the Board of Directors' regular meeting of September 14, 2022 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 September 14, 2022

**CALIFORNIA AVOCADO COMMISSION
BOARD MEETING MINUTES
September 14, 2022**

A meeting of the California Avocado Commission (CAC) Board was held on Wednesday, September 14, 2022, with the following people present:

MEMBERS PRESENT

Jason Cole
John Cornell (*Joined 8:50 am*)
Maureen Cottingham (*Lloyd-Butler Alt.*)
Rob Grether
Jessica Hunter
Connor Huser (*Caloroso Alt.*)
Ohannes Karaoghlanian
Rachael Laenen
Daniella Malfitano
Daryn Miller
Michael Perricone
Andrew Prechtl
Peter Shore (*Joined 10:00 am*)

ALTERNATES PRESENT

Will Carleton (*Joined 8:10 am*)
Catherine Keeling
Charley Wolk

MEMBERS ABSENT

John Lloyd-Butler

ALTERNATES ABSENT

None

OFFICIALLY PRESENT

Vickie Carpenter, *USDA*
George Soares, *Kahn, Soares & Conway*
Miranda Townsend, *CDFA*

STAFF PRESENT

April Aymami
Stacia Kierulff
Ken Melban

ITEM #1 CALL TO ORDER

Roll Call/Quorum – Item 1.a.

Rob Grether, CAC chairman, called the meeting to order at 8:03 a.m. with a quorum present.

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 meeting. She asked for all other guests to announce themselves and recorded all participants in attendance.

ITEM # 2 OPPORTUNITY FOR PUBLIC COMMENT

There was no public comment.

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

Mr. Grether convened a Closed Session of board members, alternates, legal counsel, Ken Melban, Stacia Kierulff and CDFA representative at 8:05 a.m. Mr. Melban and Ms. Kierulff were excused from the Closed Session at approximately 8:30 a.m.

ITEM #4 RETURN TO OPEN SESSION AND ANNOUNCE ACTION TAKEN IN CLOSED SESSION, IF ANY

Mr. Grether returned to open session at 3:58 p.m. and announced that the Board had taken no action in Closed Session.

ADJOURN MEETING

Mr. Grether adjourned the meeting at 3:59 p.m. The next regularly scheduled Board meeting will be held on October 20, 2022.

Respectfully submitted,

April Aymami, CAC Industry Affairs Director

California Avocado Commission
Board Meeting Minutes
September 14, 2022

I certify that the above is a true statement of the Minutes of September 14, 2022 approved by the CAC Board of Directors on October 20, 2022.

Jessica Hunter, CAC Board Secretary

EXHIBITS ATTACHED TO THE PERMANENT COPY OF THESE MINUTES

None



BOARD ACTION

**ITEM 3.c: CONSIDER APPROVAL OF BOARD OF DIRECTORS' MEETING MINUTES
OF SEPTEMBER 16, 2022**

SUMMARY:

The minutes of the Board of Directors' regular meeting of September 16, 2022 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 September 16, 2022

**CALIFORNIA AVOCADO COMMISSION
BOARD MEETING MINUTES
September 16, 2022**

A meeting of the California Avocado Commission (CAC) Board was held on Friday, September 16, 2022, with the following people present:

MEMBERS PRESENT

Jason Cole
John Cornell
Maureen Cottingham (*Lloyd-Butler Alt.*)
Rob Grether
Jessica Hunter
Connor Huser (*Caloroso Alt.*)
Ohannes Karaoghlanian
Rachael Laenen
Daniella Malfitano
Daryn Miller
Michael Perricone
Andrew Prechtl
Peter Shore

ALTERNATES PRESENT

Will Carleton
Catherine Keeling (*Joined 10:16 am*)
Charley Wolk

MEMBERS ABSENT

John Lloyd-Butler

ALTERNATES ABSENT

None

OFFICIALLY PRESENT

Vickie Carpenter, *USDA*
Ben Kardokus, *CDFA*
George Soares, *Kahn, Soares & Conway*

STAFF PRESENT

April Aymami
Ken Melban

ITEM #1 CALL TO ORDER

Roll Call/Quorum – Item 1.a.

Rob Grether, CAC chairman, called the meeting to order at 10:01 a.m. with a quorum present. Mr. Grether announced the California Department of Food and Agriculture (CDFA) and US Department of Agriculture (USDA) representatives, CAC staff and known guests participating in the meeting.

ITEM # 2 OPPORTUNITY FOR PUBLIC COMMENT

There was no public comment.

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

Mr. Grether convened a Closed Session of board members, alternates, legal counsel and CDFA representative at 10:05 a.m.

ITEM #4 RETURN TO OPEN SESSION AND ANNOUNCE ACTION TAKEN IN CLOSED SESSION, IF ANY

Mr. Grether returned to open session at 12:04 p.m. and announced that the Commission Board of Directors had taken action to employ an individual to serve as president and chief executive officer of the Commission. Additional information will be made public subject to agreement by the parties.

ADJOURN MEETING

Mr. Grether adjourned the meeting at 12:05 p.m. The next regularly scheduled Board meeting will be held on October 20, 2022.

Respectfully submitted,

April Aymami, CAC Industry Affairs Director

California Avocado Commission
Board Meeting Minutes
September 16, 2022

I certify that the above is a true statement of the Minutes of September 16, 2022 approved by the CAC Board of Directors on October 20, 2022.

Jessica Hunter, CAC Board Secretary

EXHIBITS ATTACHED TO THE PERMANENT COPY OF THESE MINUTES

None



BOARD INFORMATION

ITEM 3.d: 2021-22 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 August 31, 2022 and Statement of Revenues, Expenses & Changes in Net Position (Income Statement) for the period then ended, with comparison to prior year’s figures:

	8/31/22	8/31/21
Assets		
Petty Cash	200	200
Cash in Bank–Checking Accounts	3,341,605	1,560,020
Investments (LAIF & MMA)	8,735,656	8,748,640
Subtotal CAC Cash & Investment	12,077,462	10,308,861
Cash & Investments held for AIP	938,139	993,193
Total Cash & Investment	13,015,600	11,302,053
Assessment Receivable	1,299,112	2,678,017
Other (Other Receivables, Prepaids and Fixed Assets)	216,136	321,575
Total Assets	14,484,046	14,208,371
Liabilities & Net Reserves		
Accounts Payable and Accrued Expenses	352,281	467,634
Due to AIP	938,139	993,193
Other	252,693	218,750
Total Liabilities	1,543,113	1,679,576
Total Revenues	13,984,439	10,324,842
Total Expenditures	11,409,125	12,256,510
YTD Surplus (Deficit)	2,575,314	(1,720,373)
Net Reserves-Prior Periods	10,412,423	14,342,442
Total Net Reserves	12,987,736	12,622,069
Total Liabilities & Net Reserves	14,530,849	14,301,645

Crop Statistics

Handlers reported 271.1 million pounds of California avocados were harvested through August 2022 with an average price (per pound) reported at 1.78 dollars. An estimated 2 million pounds were harvested in September 2022 with an average price (per pound) of 0.90 dollars. This would bring the total harvested through September 2022 to 273.1 million pounds at an average price (per pound) of 1.77 dollars.

The attached year-to-date 2021-22 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

COMMITTEE OPTIONS:

- Discussion item only

STAFF RECOMMENDATION:

- Not applicable

EXHIBITS / ATTACHMENTS:

- Balance Sheet and Reserves as of August 31, 2022
- Statement of Revenues and Expenses for the ten months ending August 31, 2022
- 2021-22 Pounds & Dollars by Variety Report (November 2021 – August 2022)
- 2021-22 U.S. Aggregate Avocado Volume by Month Chart (November 2021 – August 2022)

California Avocado Commission
Statement of Net Position
As of August 31, 2022 (with Comparison to Prior Year)

	Current Year		Prior Year		Variance	
	Balance	%	Balance	%	Amount	%
ASSETS						
Cash and Short Term Investments:						
Petty Cash	200	0.00%	200	0.00%	-	0.00%
Cash in Bank	3,341,605	23.00%	1,560,020	10.91%	1,781,585	114.20%
Cash in Bank-LAIF & Money Market	8,735,656	60.12%	8,748,640	61.17%	(12,984)	-0.15%
Total CAC Cash and Short Term Investments	12,077,462	83.12%	10,308,861	72.08%	1,768,601	17.16%
Cash in Bank, LAIF & Money Market (held for A	938,139	6.46%	993,193	6.94%	(55,054)	-5.54%
Total Cash and Short Term Investments	13,015,600	89.57%	11,302,053	79.03%	1,713,547	15.16%
Other Current Assets:						
Assessment Receivable	1,299,112	8.94%	2,678,017	18.73%	(1,378,905)	-51.49%
Other Receivable	7,585	0.05%	6,653	0.05%	932	14.01%
Prepays	96,511	0.66%	191,113	1.34%	(94,602)	-49.50%
Merchandise Shop Inventory	65,238	0.45%	30,535	0.21%	34,703	113.65%
Total Other Current Assets	1,468,446	10.11%	2,906,318	20.32%	(1,437,872)	-49.47%
Total Current Assets	14,484,046	99.68%	14,208,371	99.35%	275,675	1.94%
Fixed Assets:						
Furniture	35,045	0.24%	67,394	0.47%	(32,349)	-48.00%
Land Improvements	11,758	0.08%	25,881	0.18%	(14,123)	-54.57%
Total Fixed Assets	46,803	0.32%	93,274	0.65%	(46,472)	-49.82%
Net Fixed Assets	46,803	0.32%	93,274	0.65%	(46,472)	-49.82%
Total Assets	14,530,849	100.00%	14,301,645	100.00%	229,204	1.60%
LIABILITIES AND NET RESERVES						
Current Liabilities:						
Accounts Payable & Accrued Expenses	352,281	22.83%	467,634	27.84%	(115,352)	-24.67%
Due to AIP	938,139	60.80%	993,193	59.13%	55,054	5.54%
Other Payable (Vacation/Payroll/Sec. 125)	234,693	15.21%	200,750	11.95%	33,943	16.91%
Research Contract Payable	-	0.00%	-	0.00%	-	0.00%
Total Current Liabilities	1,525,113	98.83%	1,661,576	98.93%	(136,464)	-8.21%
Long Term Liabilities:						
Deposit Due to CDFA/AIP	18,000	1.17%	18,000	1.07%	-	0.00%
Total Long Term Liabilities	18,000	1.17%	18,000	1.07%	-	0.00%
Total Liabilities	1,543,113	100.00%	1,679,576	100.00%	(136,464)	-8.12%
Net Reserves:						
Net Reserves-Prior Periods	10,412,423	80.17%	14,342,442	113.63%	(3,930,019)	-27.40%
Surplus (Deficit)-Current Period	2,575,314	19.83%	(1,720,373)	-13.63%	4,295,686	-249.70%
Total Net Reserves	12,987,736	100.00%	12,622,069	100.00%	365,667	2.90%
Total Liabilities and Net Reserves	14,530,849	100.00%	14,301,645	100.00%	229,204	1.60%

California Avocado Commission
Statement of Revenues, Expenses & Changes in Net Position (Surplus/Deficit)
For the ten months ending August 31, 2022 (with Comparison to Prior Year)

	2021/2022		2020/2021		Current Year Vs Prior Year	
	Actual	%	Actual	%	Var-Fav(Unfav)	% of Change
Revenues						
Assessment Revenues						
CAC Assessment Revenue	8,372,726	59.9%	5,513,575	52.33%	2,859,151	51.9%
HAB Assessment Revenue	5,157,452	36.9%	4,811,267	45.66%	346,185	7.2%
Subtotal Assessment Revenue	13,530,178	96.8%	10,324,842	97.99%	3,205,336	31.0%
Other Revenues						
Admin & Accounting Fee Revenue (AIP)	50,830	0.4%	50,830	0.48%	-	0.0%
Grant Funding	110,565	0.8%	-	0.00%	110,565	0.0%
Pine Tree Ranch Crop Income	208,049	1.5%	62,188	0.59%	145,861	234.5%
Interest and Other Income	71,870	0.5%	83,822	0.80%	(11,952)	-14.3%
Merch Shop Income	12,947	0.1%	14,456	0.14%	(1,509)	-10.4%
Subtotal Other Revenues	454,261	3.2%	211,296	2.01%	242,965	115.0%
Total Revenue	13,984,439	100.0%	10,536,138	100.00%	3,448,301	32.7%
Expenses						
Marketing Expenses						
Consumer Marketing	4,889,955	43.3%	5,433,475	44.61%	543,520	10.0%
Merchandising	1,429,411	12.6%	1,502,026	12.33%	72,615	4.8%
Foodservice	510,127	4.5%	536,035	4.40%	25,909	4.8%
Consumer Public Relations	693,174	6.1%	826,117	6.78%	132,943	16.1%
Consumer/Trade Living Well	126,091	1.1%	153,062	1.26%	26,971	17.6%
Marketing Activities Support	91,013	0.8%	160,577	1.32%	69,564	43.3%
Merch Shop	107,252	0.9%	76,541	0.63%	(30,710)	-40.1%
Subtotal Marketing Expenses	7,847,022	69.4%	8,687,833	71.33%	840,812	9.7%
Non-Marketing Expenses						
Industry Affairs & Production Research	522,812	4.6%	718,108	5.90%	195,295	27.2%
Grant Programs	358,475	3.2%	286,880	2.36%	(71,595)	-25.0%
Administration	2,680,816	23.7%	2,563,690	21.05%	(117,127)	-4.6%
Subtotal Non-Marketing Expenses	3,562,104	31.5%	3,568,677	29.30%	6,573	0.2%
Total Expenses	11,409,125	100.0%	12,256,510	100.00%	847,385	6.9%
Surplus (Deficit)	2,575,314	100.0%	(1,720,373)	100.00%	4,295,686	249.7%

California Avocado Commission
Statement of Revenues, Expenses & Changes in Net Position (Surplus/Deficit) - Actual vs. Budget
For the ten months ending August 31, 2022 (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
Revenues								
Assessment Revenues								
CAC Assessment Revenue	8,372,726	59.87%	6,065,560	2,307,166	38.04%	6,398,440	1,974,286	30.86%
HAB Assessment Revenue	5,157,452	36.88%	5,660,390	(502,938)	-8.89%	5,928,750	(771,298)	-13.01%
Subtotal Assessment Revenue	13,530,178	96.75%	11,725,950	1,804,228	15.39%	12,327,190	1,202,988	9.76%
Other Revenues								
Admin & Accounting Fee Revenue (AIP)	50,830	0.36%	50,832	(2)	0.00%	61,000	(10,170)	-16.67%
Grant Funding	110,565	0.79%	-	110,565	0.00%	475,000	(364,435)	-76.72%
Pine Tree Ranch Crop Income	208,049	1.49%	112,500	95,549	84.93%	112,500	95,549	84.93%
From The Grove Income	58,100	0.42%	48,750	9,350	19.18%	65,000	(6,900)	-10.62%
Interest and Other Income	13,770	0.10%	12,500	1,270	10.16%	15,000	(1,230)	-8.20%
Merchandise Shop Income	12,947	0.09%	44,684	(31,737)	-71.03%	53,621	(40,674)	-75.85%
Subtotal Other Revenues	454,261	3.25%	269,266	184,995	68.70%	782,121	(327,860)	-41.92%
Total Revenue	13,984,439	100.00%	11,995,216	1,989,223	16.58%	13,109,311	875,128	6.68%
Expenses								
Marketing Expenses								
Consumer Marketing	4,889,955	42.86%	4,943,578	53,623	1.08%	5,375,000	485,045	9.02%
Merchandising	1,429,411	12.53%	1,568,268	138,857	8.85%	2,194,035	764,624	34.85%
Foodservice	510,127	4.47%	577,890	67,763	11.73%	772,500	262,373	33.96%
Consumer Public Relations	693,174	6.08%	675,000	(18,174)	-2.69%	785,000	91,826	11.70%
Consumer/Trade Living Well	126,091	1.11%	131,250	5,159	3.93%	145,000	18,909	13.04%
Marketing Activities Support	91,013	0.80%	90,535	(478)	-0.53%	112,500	21,487	19.10%
Merchandise Shop	107,252	0.94%	113,603	6,351	5.59%	147,330	40,078	27.20%
Subtotal Marketing Expenses	7,847,022	68.78%	8,100,123	253,102	3.12%	9,531,365	1,684,344	17.67%
Non-Marketing Expenses								
Industry Affairs & Production Research	522,812	4.58%	638,708	115,895	49.06%	1,465,412	942,600	138.62%
Grants	358,475	3.14%	341,200	(17,275)	-5.06%	475,000	116,525	24.53%
Administration	2,680,816	23.50%	2,855,784	174,968	6.13%	3,577,725	896,909	25.07%
Subtotal Non-Marketing Expenses	3,562,104	31.22%	3,835,692	273,588	7.13%	5,518,137	1,956,033	35.45%
Total Expenses	11,409,125	100.00%	11,935,815	526,689	4.41%	15,049,502	3,640,377	24.19%
Surplus (Deficit)	2,575,314	100.00%	59,401	2,515,912	4235.44%	(1,940,191)	4,515,505	232.74%

California Avocado Commission
Statement of Revenues, Expenses & Changes in Net Position (Surplus/Deficit) - Actual vs. Budget
For the ten months ending August 31, 2022 (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
Consumer Advertising								
Media	3,127,010	27.41%	3,080,000	(47,010)	-1.53%	3,200,000	72,990	2.28%
Production	155,143	1.36%	187,305	32,162	17.17%	197,305	42,162	21.37%
Online Marketing	302,964	2.66%	371,435	68,471	18.43%	411,890	108,926	26.45%
Program Administration	1,304,838	11.44%	1,304,838	-	0.00%	1,565,805	260,968	16.67%
Subtotal Consumer Advertising	4,889,955	42.86%	4,943,578	53,623	1.08%	5,375,000	485,045	9.02%
Merchandising Promotions								
Trade Relations	816,638	7.16%	867,120	50,482	5.82%	1,001,500	184,862	18.46%
Retail/Consumer Promotions	399,010	3.50%	423,750	24,740	5.84%	813,835	414,825	50.97%
Data, Research & Analysis	187,833	1.65%	249,918	62,085	24.84%	293,700	105,867	36.05%
Administration & Other	25,930	0.23%	27,480	1,550	5.64%	85,000	59,070	69.49%
Subtotal Merchandising Promoti	1,429,411	12.53%	1,568,268	138,857	8.85%	2,194,035	764,624	34.85%
Foodservice								
Media	70,415	0.62%	72,090	1,675	2.32%	79,300	8,885	11.20%
Public Relations & Collateral Materials	37,404	0.33%	51,800	14,396	27.79%	56,800	19,396	34.15%
Foodservice Events	212,780	1.87%	257,300	44,520	17.30%	279,700	66,920	23.93%
Chain Promotions	151,046	1.32%	154,000	2,954	1.92%	300,700	149,654	49.77%
Education Programs	1,460	0.01%	1,700	240	14.12%	2,000	540	27.00%
Program Administration Fees	37,021	0.32%	41,000	3,979	9.70%	54,000	16,979	31.44%
Subtotal Foodservice	510,127	4.47%	577,890	67,763	11.73%	772,500	262,373	33.96%
Consumer Public Relations								
Brand Advocates	300,060	2.63%	271,900	(28,160)	-10.36%	339,800	39,740	11.70%
Public Relations	300,523	2.63%	309,700	9,177	2.96%	321,700	21,177	6.58%
Program Administration	92,591	0.81%	93,400	809	0.87%	123,500	30,909	25.03%
Subtotal Public Relations	693,174	6.08%	675,000	(18,174)	-2.69%	785,000	91,826	11.70%
Consumer/Trade Living Well								
RDN Ambassadors	98,908	0.87%	101,950	3,042	2.98%	113,700	14,792	13.01%
Industry Partnerships	19,183	0.17%	21,300	2,117	9.94%	21,300	2,117	9.94%
Program Administration	8,000	0.07%	8,000	-	0.00%	10,000	2,000	20.00%
Subtotal Consumer/Trade Livi	126,091	1.11%	131,250	5,159	3.93%	145,000	18,909	13.04%
Marketing Activities Support								
Marketing Planning	66,013	0.58%	65,535	(478)	-0.73%	87,500	21,487	24.56%
Center for Produce Safety	-	0.00%	-	-	0.00%	-	-	0.00%
"Buy California" Marketing Campaign	25,000	0.22%	25,000	-	0.00%	25,000	-	0.00%
Festivals	-	0.00%	-	-	0.00%	-	-	0.00%
Subtotal Marketing Activities	91,013	0.80%	90,535	(478)	-0.53%	112,500	21,487	19.10%
Merchandise Shop								
Cost of Goods Sold	437	0.00%	-	(437)	0.00%	13,000	12,563	96.64%
Expenses - Variable	10,338	0.09%	16,057	5,719	35.62%	19,275	8,937	46.37%
Expenses - Fees	96,477	0.85%	97,546	1,069	1.10%	115,055	18,578	16.15%
Subtotal Merchandise Shop	107,252	0.94%	113,603	6,351	5.59%	147,330	40,078	27.20%
Subtotal Marketing Expenses	7,847,022	68.78%	8,100,123	253,102	3.12%	9,531,365	1,684,344	17.67%

California Avocado Commission
Statement of Revenues, Expenses & Changes in Net Position (Surplus/Deficit) - Actual vs. Budget
For the ten months ending August 31, 2022 (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
Industry Affairs								
AMRIC Operation	33,758	0.30%	39,850	6,092	15.29%	86,500	52,742	60.97%
Crop Forecasting & Analysis	64,956	0.57%	69,613	4,656	6.69%	145,000	80,044	55.20%
Grower Database	1,555	0.01%	5,000	3,445	68.91%	5,000	3,445	68.91%
Grove ID GIS Project Dmnt	-	0.00%	-	-	0.00%	20,000	20,000	100.00%
Online Information (Grower Web Site)	8,705	0.08%	30,000	21,295	70.98%	46,000	37,295	81.08%
Publications	62,503	0.55%	63,975	1,472	2.30%	104,000	41,497	39.90%
Annual Meeting	-	0.00%	20,000	20,000	100.00%	20,000	20,000	100.00%
Annual Report	13,267	0.12%	12,000	(1,267)	-10.56%	12,000	(1,267)	-10.56%
Water Issues	-	0.00%	-	-	0.00%	25,000	25,000	100.00%
Field/Technical Support	20,636	0.18%	20,670	34	0.16%	65,000	44,364	68.25%
Research Program Coordination & Outrea	82,909	0.73%	83,000	91	0.11%	120,000	37,091	30.91%
Legislative & Regulatory Advocacy	10,338	0.09%	10,400	63	0.60%	125,000	114,663	91.73%
Product Registrations	-	0.00%	-	-	0.00%	4,000	4,000	100.00%
Sustainability Project	275	0.00%	275	-	0.00%	50,000	49,725	99.45%
Elections	3,236	0.03%	5,000	1,764	35.28%	10,000	6,764	67.64%
Legal Support	34,792	0.30%	32,500	(2,292)	-7.05%	40,000	5,208	13.02%
Governance Support	-	0.00%	-	-	0.00%	20,000	20,000	100.00%
Field Meetings, Seminars & Workshops	1,400	0.01%	1,400	-	0.00%	23,500	22,100	94.04%
Pine Tree Ranch Field Days	106	0.00%	1,350	1,244	92.17%	2,000	1,894	94.72%
Grower Outreach	3,922	0.03%	4,000	78	1.95%	13,500	9,578	70.95%
Coalition Dues, Sponsorship & Reports	10,550	0.09%	11,150	600	5.38%	20,000	9,450	47.25%
Grant Writing	-	0.00%	-	-	0.00%	2,500	2,500	100.00%
Travel	7,937	0.07%	30,000	22,063	73.54%	40,000	32,063	80.16%
Office Expense	5,823	0.05%	12,700	6,877	54.15%	16,500	10,677	64.71%
Committee Meeting Expense	-	0.00%	-	-	0.00%	5,000	5,000	100.00%
Demonstration Grove								
Pine Tree - Rent	20,232	0.18%	20,232	-	0.00%	24,384	4,152	17.03%
Pine Tree - Grove Management	25,917	0.23%	28,600	2,683	9.38%	40,000	14,083	35.21%
Pine Tree - Utilities	253	0.00%	4,500	4,247	94.37%	5,400	5,147	95.31%
Pine Tree - Property Tax & Insurance	1,791	0.02%	2,100	309	14.72%	2,500	709	28.37%
Pine Tree - Misc Expenses	997	0.01%	1,000	3	0.26%	5,000	4,003	80.05%
Pine Tree - Crop Harvesting	26,678	0.23%	13,700	(12,978)	-94.73%	16,200	(10,478)	-64.68%
Pine Tree - Crop Hauling	-	0.00%	-	-	0.00%	500	500	100.00%
Pine Tree - CAC Assessment	3,641	0.03%	1,669	(1,972)	-118.14%	1,969	(1,672)	-84.91%
Pine Tree - HAB Assessment	3,055	0.03%	1,910	(1,145)	-59.94%	2,250	(805)	-35.77%
Subtotal Pine Tree Demonstra	82,564	0.72%	73,711	(8,853)	-12.01%	98,203	15,639	15.93%
Subtotal Industry Affairs	449,231	3.94%	526,594	77,362	14.69%	1,118,703	669,472	59.84%
Production Research								
Proactive Mgmt of Avocado Seed and Ste	-	0.00%	-	-	0.00%	50,000	50,000	100.00%
Phenology and Ecology of Avocado Lace	-	0.00%	-	-	0.00%	50,845	50,845	100.00%
Commercial-Scale Field Testing of Advan	67,500	0.59%	101,250	33,750	33.33%	135,000	67,500	50.00%
Safety and Efficacy of Herbicides in Bearii	6,081	0.05%	10,864	4,783	44.03%	10,864	4,783	44.03%
Development of Chloride Mitigation Strate	-	0.00%	-	-	0.00%	74,600	74,600	100.00%
PLACEHOLDER	-	0.00%	-	-	0.00%	25,400	25,400	100.00%
Subtotal Production Research	73,581	0.64%	112,114	38,533	34.37%	346,709	273,128	78.78%
Grants								
USDA Grant-FAS MAP South Korea	186,149	1.63%	177,000	(9,149)	-5.17%	200,000	13,851	6.93%
USDA Grant-FAS MAP China	172,326	1.51%	164,200	(8,126)	-4.95%	275,000	102,674	37.34%
Subtotal Grants	358,475	3.14%	341,200	(17,275)	-5.06%	475,000	116,525	24.53%

California Avocado Commission
Statement of Revenues, Expenses & Changes in Net Position (Surplus/Deficit) - Actual vs. Budget
For the ten months ending August 31, 2022 (with Comparison to Budget)

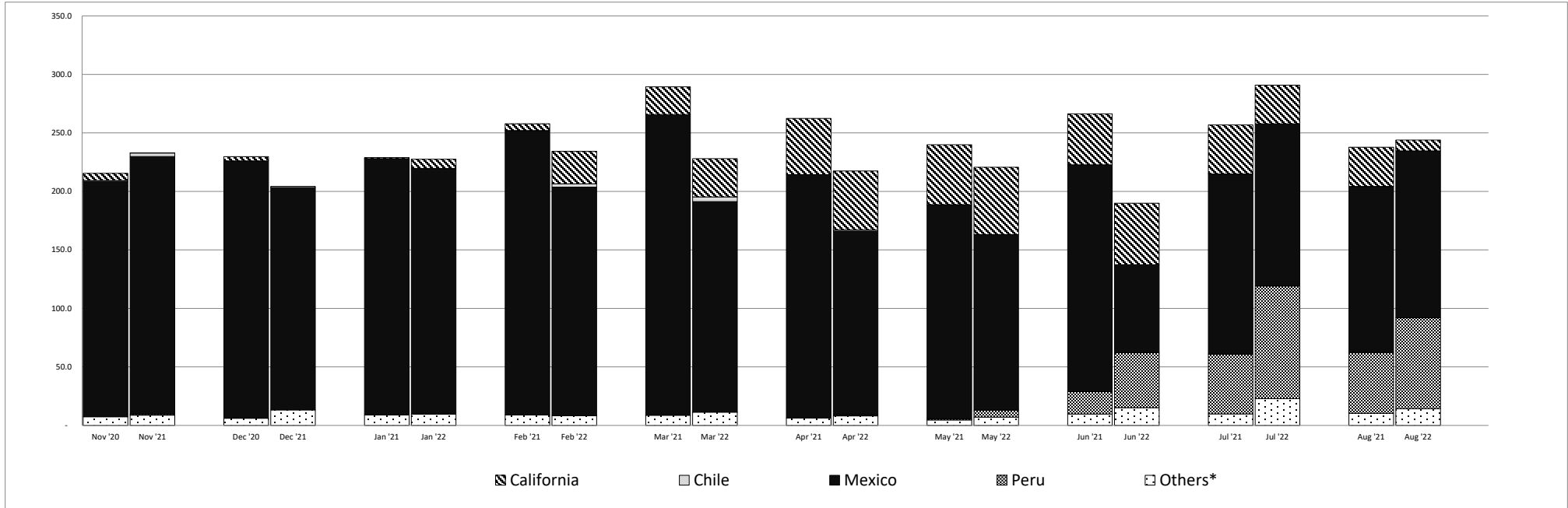
	YTD		YTD Budget	YTD Actual Vs YTD Budget		Annual Budget	YTD Actual Vs Annual Budget	
	Actual	%		Var-Fav(Unfav)	% of Budget		Var-Fav(Unfav)	% of Budget
Administration								
Rent-Office-CAM, Ins, Prop Tax-Mauchly	118,660	1.04%	118,944	284	0.24%	142,790	24,130	16.90%
Rent-Offsite Storage	5,850	0.05%	5,908	58	0.98%	7,137	1,287	18.03%
Corporate Insurance	88,101	0.77%	98,050	9,949	10.15%	98,050	9,949	10.15%
Office Expense, Supplies & Janitorial	15,948	0.14%	22,470	6,522	29.03%	38,835	22,887	58.93%
Utilities	8,315	0.07%	13,450	5,135	38.18%	16,540	8,225	49.73%
Bank Fees	13,998	0.12%	14,125	127	0.90%	15,860	1,862	11.74%
Equip Maint. & Exp. and Capital Lease Int	16,554	0.15%	21,250	4,696	22.10%	27,600	11,046	40.02%
Telephone & Postage	14,954	0.13%	24,300	9,346	38.46%	30,410	15,456	50.83%
CPA-Financial Audits	31,120	0.27%	31,500	380	1.21%	31,500	380	1.21%
CPA-Assessment Audits	25,695	0.23%	20,738	(4,957)	-23.90%	20,738	(4,957)	-23.90%
CDFA-Fiscal and Compliance Audit	8,500	0.07%	8,715	215	2.47%	8,715	215	2.47%
California Dept. of Food & Agriculture	66,241	0.58%	66,500	259	0.39%	76,200	9,959	13.07%
U.S. Dept. of Agriculture (AMS)	38,528	0.34%	63,000	24,472	38.84%	75,600	37,072	49.04%
Legal & Other Professional	3,752	0.03%	3,800	48	1.26%	5,000	1,248	24.96%
Salaries/Wages	1,504,747	13.19%	1,575,500	70,753	4.49%	1,875,000	370,253	19.75%
Pension, Payroll Tax & Benefits	498,596	4.37%	513,398	14,802	2.88%	646,392	147,796	22.86%
Board Member District Meetings & Expen:	825	0.01%	-	(825)	0.00%	3,000	2,175	72.50%
Board Member Entertainment	-	0.00%	-	-	0.00%	2,000	2,000	100.00%
Board Member Travel, Lodging, Mileage,	4,525	0.04%	3,750	(775)	-20.67%	38,000	33,475	88.09%
Board Meeting Expenses	5,396	0.05%	26,750	21,354	79.83%	30,500	25,104	82.31%
Network Maint., Hardware, Software & Lic	44,631	0.39%	43,050	(1,581)	-3.67%	48,610	3,979	8.19%
IT Support & Consulting and Other Servic	11,753	0.10%	22,400	10,647	47.53%	55,000	43,247	78.63%
Accounting & Assessment System	8,164	0.07%	1,260	(6,904)	-547.91%	7,910	(254)	-3.21%
Administration Staff Travel	-	0.00%	7,500	7,500	100.00%	9,000	9,000	100.00%
Depreciation Expense	38,726	0.34%	38,726	(0)	0.00%	46,463	7,737	16.65%
Pension Admin & Legal	28,445	0.25%	36,050	7,605	21.10%	52,300	23,855	45.61%
Dues, Reg, Education, Recruitment & Oth	78,794	0.69%	74,650	(4,144)	-5.55%	143,575	64,781	45.12%
Temporary Help	-	0.00%	-	-	0.00%	25,000	25,000	100.00%
Subtotal Administration	2,680,816	23.50%	2,855,784	174,968	6.13%	3,577,725	896,909	25.07%
Total Expenses	11,409,125	100.00%	11,935,815	526,689	4.41%	15,049,502	3,640,377	24.19%
Surplus (Deficit)	2,575,314	100.00%	59,401	2,515,912	4235.44%	(1,940,191)	4,515,505	232.74%

CALIFORNIA AVOCADO COMMISSION POUNDS & DOLLARS BY VARIETY

November 2021 Through August 2022

Month	Hass Pounds	Lamb Pounds	Gem Pounds	Others Pounds	Total Pounds	Hass Dollars	Lamb Dollars	Gem Dollars	Others Dollars	Total Dollars	Avg \$/Lb
Nov 2021	66,695	3,582	0	73,789	144,066	\$96,359	\$6,113	\$	\$102,366	\$204,838	\$1.422
Dec 2021	8,018		0	26,052	34,070	\$15,742	0	\$	\$20,361	\$36,103	\$1.060
Jan 2022	7,647,756		0	197,244	7,845,000	\$12,056,594	0	\$	\$132,257	\$12,188,851	\$1.554
1st QTR	7,722,469	3,582	0	297,085	8,023,136	\$12,168,695	\$6,113	0	\$254,984	\$12,429,792	\$1.549
Feb 2022	27,609,858		6,814	75,251	27,691,923	\$43,637,363	0	\$3,505	\$45,425	\$43,686,293	\$1.578
Mar 2022	32,232,723		466,366	28,785	32,727,874	\$49,531,316	0	\$894,602	\$14,620	\$50,440,538	\$1.541
Apr 2022	48,477,509	8	1,846,498	84,069	50,408,084	\$83,068,347	\$42	\$3,755,235	\$137,442	\$86,961,066	\$1.725
2nd QTR	108,320,090	8	2,319,678	188,105	110,827,881	\$176,237,026	\$42	\$4,653,342	\$197,487	\$181,087,897	\$1.634
1st Half	116,042,559	3,590	2,319,678	485,190	118,851,017	\$188,405,721	\$6,155	\$4,653,342	\$452,471	\$193,517,689	\$1.628
May 2022	55,596,453		1,993,131	2,973	57,592,557	\$101,801,603	0	\$2,695,941	\$8,312	\$104,505,856	\$1.815
Jun 2022	50,114,554	1,542,147	610,748	201,087	52,468,536	\$105,761,623	\$2,330,548	\$1,305,230	\$286,492	\$109,683,893	\$2.090
Jul 2022	27,448,005	5,213,097	57,512	263,874	32,982,488	\$51,124,437	\$12,558,087	\$121,663	\$262,049	\$64,066,236	\$1.942
3rd QTR	133,159,012	6,755,244	2,661,391	467,934	143,043,581	\$258,687,663	\$14,888,635	\$4,122,834	\$556,853	\$278,255,985	\$1.945
Aug 2022	6,881,916	2,033,419	14,364	245,086	9,174,785	\$7,517,867	\$2,162,672	\$13,002	\$259,437	\$9,952,978	\$1.085
4th QTR	6,881,916	2,033,419	14,364	245,086	9,174,785	\$7,517,867	\$2,162,672	\$13,002	\$259,437	\$9,952,978	\$1.085
2nd Half	140,040,928	8,788,663	2,675,755	713,020	152,218,366	\$266,205,530	\$17,051,307	\$4,135,836	\$816,290	\$288,208,963	\$1.893
Total	256,083,487	8,792,253	4,995,433	1,198,210	271,069,383	\$454,611,251	\$17,057,462	\$8,789,178	\$1,268,761	\$481,726,652	\$1.777
Year-to-Date % of Crop	94.47%	3.24%	1.84%	.44%	100.00%	94.37%	3.54%	1.82%	.26%	100.00%	
Year-to-Date Average \$/lb						\$1.775	\$1.940	\$1.759	\$1.059	\$1.777	

**2021-22 FISCAL YEAR
WITH PRIOR YEAR COMPARISON
U. S. AGGREGATE AVOCADO VOLUME BY MONTH
All Varieties (million lbs.)**



	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	YTD Total	YTD Total	Total	
	Nov '20	Nov '21	Dec '20	Dec '21	Jan '21	Jan '22	Feb '21	Feb '22	Mar '21	Mar '22	Apr '21	Apr '22	May '21	May '22	Jun '21	Jun '22	Jul '21	Jul '22	Aug '21	Aug '22	2020-21		2021-22
California	6.0	0.1	3.6	-	0.9	7.8	5.8	27.7	23.7	32.7	48.0	50.4	51.2	57.6	43.5	52.5	41.9	33.0	33.5	9.2	258.1	271.0	269.6
Chile	1.0	3.0	-	1.0	-	0.7	-	3.0	-	4.0	-	1.0	-	1.0	-	-	-	-	-	-	1.0	12.7	4.0
Mexico	201.0	220.0	220.0	190.0	219.0	209.3	243.0	195.3	257.0	180.0	208.0	157.0	183.0	150.0	194.0	75.2	154.0	138.7	142.0	142.8	2,021.0	1,658.3	2,337.0
Peru	-	1.0	-	-	-	-	-	-	-	-	-	1.0	1.0	6.0	19.0	47.0	51.0	96.2	52.0	77.6	123.0	228.8	176.0
Others*	7.4	8.8	6.1	13.3	9.0	9.7	9.0	8.3	8.7	11.3	6.4	8.1	4.7	7.1	9.8	15.2	9.9	22.9	10.3	14.3	81.3	119.0	100.7
TOTAL	215.4	232.9	229.7	204.3	228.9	227.5	257.8	234.3	289.4	228.0	262.4	217.5	239.9	220.7	266.3	189.9	256.8	290.8	237.8	243.9	2,484.4	2,289.8	2,887.3

* Others = Colombia Hass, Florida and Dominican Republic Green
** 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



BOARD ACTION

ITEM 4: **CONSIDER RECOMMENDATION OF PUBLIC MEMBER FOR TERM
COMMENCING NOVEMBER 1, 2022**

SUMMARY:

In July 2022, Daniella Malfitano informed CAC Chairman Rob Grether that she would not be seeking reappointment of her seat as Public Member on the CAC Board at the end of her current term, October 31, 2022. CAC has publicized the availability of the Public Member position by posting information on the CAC web site, placing notices in various e-newsletter publications and with CDFA.

Pursuant to CAC law, the public member is appointed by the California Secretary of Food and Agriculture from nominees recommended by the Commission. To date, the following individuals have expressed interest in serving on the CAC Board, which are hereby presented to the Board for consideration:

- David Cornell
- Eric Lancaster
- Kel Mitchel
- Ed Wang

FISCAL ANALYSIS:

- Not applicable

BOARD OPTIONS:

- Submit the name of one of the presented individuals to recommend to California Secretary of Food and Agriculture for consideration as CAC's Public Member for the two-year term commencing November 1, 2022
- Take no action and continue to search for additional candidates

STAFF RECOMMENDATION:

- CAC management recommends that the board review the qualifications of the individuals interested in the Public Member position and make a recommendation to the CDFR Secretary at the October 2022 Board meeting

EXHIBITS / ATTACHMENTS:

- Expression of Interest and Professional Qualifications of David Cornell
- Expression of Interest and Professional Qualifications of Eric Lancaster
- Expression of Interest and Professional Qualifications of Kel Mitchel
- Expression of Interest and Professional Qualifications of Ed Wang

From: [David Cornell](#)
To: cac.iaf@avocado.org
Subject: INQUIRY - THE PUBLIC MEMBER CANDIDATES FOR BOARD OF DIRECTORS
Date: Friday, September 16, 2022 5:15:12 PM

Hello California Avocado Commission!

I am writing to express my interest in the position noted above.

As a Southern California native, I grew up on an Avocado grove and am very familiar with the fruit.

I graduated from California State University San Marcos in North County San Diego with a degree in Business Marketing.

I now reside in Irvine, CA and own and operate a small business.

Please let me know if you have any questions and or would like to further discuss.

Cheers,

David

Contact

www.linkedin.com/in/david-cornell-46195747 (LinkedIn)

Top Skills

Managing Media Relations
Strategic Marketing
Social Media

Languages

Spanish (Limited Working)
English (Native or Bilingual)

Patents

Bottle With Dry Storage
Compartment For Personal Effects

David Cornell

Marketing & Product Development
Irvine, California, United States

Summary

International Business and Marketing Professional skilled in Digital Media, Branding, Sponsorship, Product Development, Manufacturing, and more.

Experience

dib sports, LLC

Founder

July 2018 - Present (4 years 4 months)

Irvine, California Area

Rider Owned | Rider Operated | Southern CA

Function-driven roadwear designed by riders, for riders.

KMC Bicycle Chain

Marketing - North America

July 2018 - September 2019 (1 year 3 months)

La Verne, California

Management:

- Digital, Print, and Social Media Marketing
- Sponsorship and all other marketing proposals
- Athlete, Team, Media, and Influencer Contracts/Relations

Support:

- US Distributor relations and opportunities
- Taiwan HQ with International Marketing efforts
- Field online inquiries regarding product, pricing, and availability
- Marketing, sales, and logistics at Interbike, Sea Otter, CABDA, and more

Accomplishments:

- Increased Social Media reach and engagement by over 300%
- Created an online store for all products linked through Social Channels
- Significantly increased brand awareness in the Road, MTB, and BMX Community

- Established healthy relationships with professional Road, MTB, and BMX Athletes/Teams

Cycle Group Inc.

Marketing Associate

February 2016 - July 2018 (2 years 6 months)

Anaheim, CA

Management:

- Eurobike, Interbike, Sea Otter, NAHBS, and other Tradeshows
- Athlete, Team, Media, and Influencer Contracts/Relations
 - Sponsorship and all other marketing proposals
 - Digital, Print, and Social Media Marketing

Support:

- Engineering with product testing, feedback, and liaison between professional athletes/teams
- Sales with OE partners and tailored marketing plans specific to their needs
- Warranty/Warehouse with claims, concerns, and other inquiries

Accomplishments:

- Partnered with the largest YouTube Influencer for MTB amassing over several million views
- Created a Social Media Program from zero with well over 100,000 combined reach
- Established healthy relationships with Media and professional Athletes/Teams
- Created an online store for all products linked through Social Channels
 - Significantly increased brand awareness in the MTB Community

Atlas Design Group, LLC

R&D, Manufacturing, and Production

August 2013 - January 2015 (1 year 6 months)

Dongguan, Guangdong, China

Responsibilities:

- Work with Asian-based factories in Guangzhou, Dongguan, and Shenzhen
- Oversee R&D, Manufacturing, Production, and QC for extreme sporting good products

Accomplishments:

- Production of Flex Fit Bounce Hat, Mask Visor, Mask Fan, and Paintball Marker Triggers
- Insight of Injection Molding/Overmolding process and Chinese Factory Customs/Relations
- Touring of multiple factories specializing in sporting goods, consumer electronics, and more

Education

California State University-San Marcos

Bachelor's degree, Business, Management, Marketing, and Related Support Services · (2008 - 2012)

Hong Kong Baptist University

International Business and Marketing · (2011 - 2011)

From: [Eric Lancaster](#)
To: [Robert Grether](#); [April Aymami](#)
Subject: Application for Public Member
Date: Monday, August 15, 2022 9:17:44 PM

Hello Mr. Grether and Mrs. Aymami,

I am interested in serving as a Public Member of the California Avocado Commission Board of Directors.

Please see my attached resume for my work history and experiences. I have been working in agriculture for 20 years as a vendor and consultant with many crops, including fruit and nut trees. I am passionate about agriculture and would love the opportunity to be involved on another level.

Please feel free to reach out anytime with any questions.

Thank you,

Eric Lancaster
520-370-3532 (cell)

Eric Lancaster

Tucson, AZ | eglvisionary@gmail.com | +[520-370-3532 | linkedin.com/in/ericlancaster

SUMMARY

Over the past 25 years I have become the North American expert on EM Technology®. Specialties are in soil health and wastewater applications. Founder and owner of TeraGanix, Inc., the exclusive distributor and marketing company of Effective Microorganisms® products in the continental US and Canada. Prior to selling the TeraGanix, I had been in charge of all sales staff, marketing, package design, compliance & registration of products, training of staff on product knowledge, and technical services. Worked with farmers and fertilizer dealers in multiple states and countries, consulting on projects in 7 countries. I was a member of the company board from 2005 until 2021 when we sold the company.

SKILLS

Project Management

Identify Customer Needs
Protocol Development
Project monitoring
Knowledge base
Agricultural Research Projects

Value-added Leadership

Business & IT Planning
Cross-Functional Supervision
Effective Communication
Socially Responsible Leadership
Team Engagement & Motivation

WORKING EXPERIENCE

Software Tools

Office, Google (docs, slides, sheets, etc.), Mac (pages, numbers, keynote, imovie, etc), Adobe Illustrator, HubSpot,

TeraGanix Holdings, LLC | *Executive VP Product Development Rusk, TX | 04.2021 – Present*

- Managed TeraGanix's Agriculture, Wastewater, Freshwater protocols and supported all areas of responsibility within a 5-person team
- Equipped TeraGanix with solutions that accelerated the bidding process on all projects
- Trained sales staff on product knowledge, sales process, and project management.
- Documented all project data.
- Trained CSRs on product knowledge.
- Created and updated product knowledge base

TeraGanix, Inc. | *Executive VP*

Alto, TX | 01.2010 – 04.2021

- Managed TeraGanix’s Marketing and Sales, growing the company from \$289,000 to \$1.89M over 10-year period
- Developed and managed research budget of \$250K/year
- Developed research protocols with private entities and universities
- Managed, designed and built Tucson manufacturing site with 2 employees
- Equipped TeraGanix with solutions that accelerated the sales process on commercial sales projects
- Increased customer base from 1,000 to over 10,000.
- Engaged national distribution to retail for 6 leader products growing sales from \$0 to over \$250K in retail sales in 3 years
- Managed all TeraGanix Social Media Accounts growing from 0 to 20K on Facebook, 0 to 3,400 on IG, and YouTube from 0 to 3K+ subscribers
- Wrote and published over 30 articles in various trade magazines
- Co-wrote 1 peer reviewed paper
- Wrote Marketing plan
- Co-developed and managed annual sales and marketing budgets
- Developed and managed TeraGanix website, blogs, newsletter, etc.
- Wrote manufacturing training manuals
- Trained licensed manufacturers and their sales teams
- Managed all product registrations and certifications
- Wrote full market and competitor analyses

CEMP USA, Inc. dba EM America | *Executive VP*

Alto, TX / 02.2005 – 01.2010

- Managed TeraGanix’s Marketing and Sales, growing the company from \$0 to \$289 over 5-year period
- Equipped TeraGanix with solutions that accelerated the sales process on commercial sales projects
- Increased customer base from 0 to 1,000
- Developed and managed TeraGanix website, started Google video and Blogger accounts
- Wrote and published over 2k blogs
- Wrote Marketing plan
- Co-developed and managed annual sales and marketing budgets
- Co-developed 1st Licensed Manufacturing model and production and training manuals
- Trained 1st licensed manufacturers and their sales teams
- Managed all product registrations and certifications
- Wrote full market and competitor analyses
- Wrote first business plan
- Co-founded EM America in 2005
- Came up with idea of EM America in 2004

EDUCATION

Cape Cod Community College – *Associates of Arts History Barnstable, MA* | **1992 – 1995**

- Cumulative **GPA**: 4.00

Bridgewater State College – *Bachelor of Arts History Bridgewater, MA* | **1995 – 1997**

- Cumulative **GPA**: 3.91/4.00

Certificates

- Class IV Wastewater Management – (*Massachusetts Maritime Academy*)
- Certificate Digital Marketing – (*Shaw Academy*)

INTERESTS

Music

Guitar
Live music

Exercise

Thai Chi
Qi Gong
Walking
Hiking
Gardening

Watching Series/Movies

Enjoy Thrillers and Action

From: [Kel Mitchel](#)
To: cac.iaf@avocado.org
Subject: Interest in Serving on Commission Board as Public Rep
Date: Wednesday, August 3, 2022 11:10:36 AM

Hello,

I'm submitting my interest in serving as a public member of the CA Avocado Commission Board of Directors.

[My LinkedIn profile](#) contains all of my education and work experience. I currently am a fellow with the agricultural leadership foundation and am very keen to explore volunteer opportunities to ensure the longevity of CA's ag sector -- this opportunity to serve on the Avocado Commission Board stems from that. Furthermore, my first job in the ag sector was on an Avocado ranch in Carpinteria, which really spurred my focus in this business.

Feel free to reach out with any questions.

Thank you,
Kel Mitchel
818 519-2027

<https://www.linkedin.com/in/kelmitchel/>

Contact

www.linkedin.com/in/kelmitchel
(LinkedIn)

Top Skills

Research
Geology
Environmental Science

Languages

English (Native or Bilingual)
Spanish

Certifications

Engineer In Training
Geologist-In-Training (G.I.T)

Honors-Awards

Thomas Bove Memorial Award
Estwing Prize for Mineralogy
Gregory C. Pomeroy Abstract Award
L. Austin Weeks Grant
Dean's List

Kelford (Kel) Mitchel

Project Manager at RRG — E.I.T. & G.I.T.
Bakersfield, California, United States

Summary

My work stems from my passions -- rivers and streams -- which has led me into the pursuit of a career focused in water management and hydrogeology. I utilize my engineering and geology backgrounds to create sustainable water management strategies via groundwater recharge and water transfers at RRG for farming portfolios held in various investment funds. I use my people skills to solve complex, often contentious issues related to water shortages, groundwater legislation, and environmental issues in partnership and serving on the board of various public agencies. As a fellow with the CA Agricultural Leadership Foundation, I've honed my leadership skills to serve as an effective advocate for California's agricultural sector through the lens of ensuring water supplies can be utilized sustainably for the longevity of the industry.

When I'm not working, I can be found fly-fishing a river, hiking to a high sierra lake, or travelling California in pursuit of new adventures to learn more about our state's beauty, culture, and food.

Experience

Renewable Resources Group LLC

3 years 8 months

Project Manager

March 2020 - Present (2 years 6 months)

RRG is an investment firm focused on agriculture, food systems, water, and renewable resources. My primary responsibilities include asset management for water-focused investments in the Western US.

Hydrology/Geology Intern

January 2019 - March 2020 (1 year 3 months)

CALIFORNIA AGRICULTURAL LEADERSHIP FOUNDATION

Fellow

September 2021 - Present (1 year)

Stanford Woods Institute for the Environment

Graduate Research Assistant

September 2019 - March 2020 (7 months)

Conduct research on DOE funded project to address the need for better access to water data in the United States with the goal of providing insight on specific tools or techniques where water data access may be improved. Worked closely with one other student to conduct interviews with dozens of stakeholders, provide status updates to funder and PI team, and collaborate with PNNL to prepare internal report on our findings. Started as a class auditor in January 2019, where I presented research from that team to various groups in Washington D.C. I was a volunteer researcher until hired as RA in September 2019.

EKI Environment & Water, Inc. (formerly known as Erler & Kalinowski, Inc.)

Geologist

September 2016 - May 2018 (1 year 9 months)

Burlingame, California

Executed field investigations with portable XRF, PID, and through groundwater, soil, and soil gas sampling. Investigated site geology and hydrology by logging hundreds of feet of soil core, creating contour maps of water levels, and studying neighboring site geology. Planned, organized, and implemented field operations such as drilling groundwater monitoring/production wells, bioremediation via direct injection, and soil excavation. Used field and analytical data to produce professional quality maps and cross-sections, data tables, and various reports to suit the needs and requests of clients and regulatory agencies. Joined water resources team for SGMA related work, providing expertise in ArcGIS and R, in geologic analyses, and in preparation of groundwater management plans.

Colby College

2 years 9 months

Senior Admissions Fellow

September 2015 - May 2016 (9 months)

Conduct admissions interviews and information sessions, playing a vital role in Colby's admission process. Present in front of groups of 5- 30 people. Held to the highest standard of professionalism.

Community Advisor

September 2013 - May 2016 (2 years 9 months)

Assist freshmen living in a 100-person dorm with their adjustment into college life, and cultivate a safe and cohesive living environment for all students. Act as liaison between students and administration, and provide support in situations regarding drug and alcohol abuse, mental health, and sexual assault.

Colby College Department of Geology

Research Assistant

July 2015 - August 2015 (2 months)

Performed personal research for senior thesis project. This included significant field work and sample collection, and in-lab sample preparation. Assisted advisor in two-week-long field project collecting samples and characterizing a 200m wide mylonite zone outcrop in Eastern Maine.

Pacific Operators Offshore LLC

Geologist Intern

June 2015 - July 2015 (2 months)

Prepared diagrams to illustrate perforation sections using a borehole log. Correlated multiple log sections for a presentation to non-geologists so that they could understand the flow of water from injection well to producing well. Spent significant time offshore examining casing repair projects and down-hole camera work.

Pacific Operators Offshore LLC

Geologist Intern

June 2014 - August 2014 (3 months)

carpinteria, california

Mapped rock properties of specific sedimentary layers using Golden Software's Surfer 9. Correlated logs to observe the geologic structure of interest for future drilling and waterflood. Diagramed existing wells and planned new drilling locations on two offshore platforms. Learned local geology and observed and participated in daily oil rig operations. Experience with Earth Vision 3D viewer to analyze geology and well paths.

Rancho Rincon Del Mar

Exotic Fruit Pollination Specialist

July 2013 - August 2013 (2 months)

Pollinated and routinely inspected flowers of exotic fruit trees to prepare them for optimal productivity in the growing season. Provided Spanish-English translation for workers and learned the basic principles of ranch management.

UC Santa Barbara
Structural Geology Research Assistant
June 2013 - August 2013 (3 months)

Extracted minerals from 25 large rock samples, identified and analyzed them in a Scanning Electron Microscope, and prepared them for a Mass Spectrometer. Streamlined work so that a graduate student could expedite his research.

Cate School
Groundskeeper
June 2012 - August 2012 (3 months)
Cate School

Responsible for daily maintenance of campus grounds, weed clean-up, watering plants, and landscape and building management and communicated in Spanish daily with co-workers who spoke little to no English.

Education

Stanford University
Master of Science - MS, Environmental Engineering · (2018 - 2020)

Colby College
Bachelor of Science (BS), Geology/Earth Science and Mathematical Sciences · (2012 - 2016)

University of Minnesota-Twin Cities
n/a, Field Camp · (2016 - 2016)

Cate School
· (2008 - 2012)

From: [Rob Grether](#)
To: [April Aymami](#); [Ken Melban](#)
Cc: [Ed Wang](#)
Subject: Public Member - Ed Wang
Date: Tuesday, October 11, 2022 11:30:25 AM

April and Ken,

Ed Wang has confirmed his interest and ability to serve as our Public Member. He will be able to join next week's board meeting by Zoom. Please include his resume in the board packet and send him the zoom link for the meeting.

Thanks,

Rob

EDWARD WANG

edwang30@gmail.com 310-623-2167

MANHATTAN BEACH, CALIFORNIA

<https://www.linkedin.com/in/edwardcwang>

Senior Operations Executive with Proven Experience Creating and Leading Strategic Supply Chain and Operation Teams

Strategic and results-driven senior leader with a proven track record of success in leading teams and managing multiple projects to drive specific business goals. Effective in influencing and engaging business partners and senior leaders/executives and motivating cross-functional teams. Strong expertise in supply chain operations, manufacturing, strategic sourcing, and experience executing company objectives in various management roles. Recognized as the “go-to” resource to tackle the tough challenges, solve complex problems, and deliver results.

- **Managing and leading operations and supply chain teams**
 - **Transforming sourcing and procurement functions into strategic and competitive advantages**
 - **Identifying and driving cost reduction efforts without sacrificing quality or service**
 - **Leading new product development & product launches**
 - **Managing global manufacturing both in-house and third party**
 - **Leading cross functional teams by building and fostering collaboration**
 - **Driving and leading capital projects**
-

TONE IT UP, Manhattan Beach, CA

2020 – Present

The leading fitness and wellness community for women. Tone It Up provides fitness and lifestyle content on demand as well as a broad assortment of nutrition and fitness products.

Chief of Supply Chain and Operations

- Responsible for end-to-end Operations and Supply Chain functions: Sourcing and Procurement, Manufacturing, New Product Development, Quality, Demand Planning, Fulfillment, and Logistics.
- Joined Tone It Up during onset of Covid pandemic. Stabilized and maintained in stock and fulfillment metrics despite Covid disruption to international supply chain and domestic contract manufacturers.
- Built and developed operational team adding project management, production planning, and senior leadership for fulfillment.
- Reformulated core protein powders and protein bar product lines. Developed and commercialized new product forms such as protein cookies, RTD (ready to drink), snacks, and gummies resulting in placement at Target (existing account) and Walmart (new account) growing business over 100%.
- Led brand refresh; a complete redesign of brand look and feel across all product categories and channels.
- Led RFP and migration for new 3PL provider to service rapidly growing omnichannel business. Within tight timeline, ensured successful implementation prior to Black Friday with no disruption to DTC business and improving retail compliance metrics such as On Time and Fill Rate.
- Developed and implemented business processes such stage-gated NPD (New Product Development), S&OP (Sales and Operation Planning), and a formal E&O (Expiration and Obsolescence) review.

GROWTH NETWORK HOLDINGS, Los Angeles, CA

2019 – 2020

Cannabis company focused on building world class brands through a vertical integrated ecosystem.

Senior Vice President of Distribution and Procurement

- Created and built distribution, manufacturing, and customer service functions and teams from scratch. Recruited, hired, and trained team from zero to 30.
- Built and scaled distribution infrastructure servicing accounts from Northern to Southern California.

- Built cannabis manufacturing capabilities including: flower packaging, pre-roll, vape, edible, and extraction. Leading build out of state-of-the-art 30K sqft manufacturing facility including capex improvements to upgrade from manual to fully automated flower, pre-roll, and vape filling.
- Developing and launching several internal and distribution partner brands into retail cannabis.
- Created and leading S&OP process increasing visibility and coordination between Sales, Marketing, Production and Finance.
- Led Operation Department implementation of SAP Viridian ERP system.

IRWIN NATURALS, Playa Vista, CA

2018 – 2019

The leading producer of soft-gel based herbal formulas sold in over 90,000 retail outlets. The fastest growing and second largest natural supplement brand in the US mass market.

Senior Vice President of Supply Chain and Operations

- Manage all Operational functions encompassing New Product Development, Quality, Manufacturing, Procurement, Demand Planning, Fulfillment, and Logistics.
- Spearheading company strategic initiative into CBD (Cannabinoid) products. Leading new product development and launch of over 10 new CBD product lines across diverse delivery platforms such as softgels, RTD Beverages, supplements, food, and pet products.

BEACHBODY LLC, EI Segundo, CA

2015 – 2018

A multilevel nutrition, fitness, and weight loss company with over \$1B in sales focused on helping consumers achieve their goals and enjoy healthy, fulfilling lives.

Group Vice President, Global Sourcing

2018

- Responsible for all sourcing for Beachbody's Direct and Indirect Spend encompassing all Nutrition, Hard Goods, Manufacturing, and Indirect Spend in excess of \$350 million in annual spend.

Vice President, Strategic Sourcing - Direct Spend

2017 – 2018

- Lead and manage all sourcing for Beachbody's Direct Spend encompassing all Ingredient, Packaging & Print, Manufacturing, DVD, Equipment, and Apparel portfolio in excess of \$200 million in annual spend.
- Successfully launched and supported 80 Day Obsession and 2B Mindset: both record launches dramatically exceeding sales forecasts.
- Led product development and launch of BEACHBAR, Beachbody's successful reentry into the nutrition bar space.

Executive Director of Nutrition Sourcing

2015 – 2017

- Lead and manage all sourcing for Beachbody's nutritional portfolio representing over \$120 million in annual spend.
- Re-engineered supply chain increasing scalability, mitigating risk, and reducing cost to support explosive growth. Result is a more robust supply chain that has been tested and is resilient to supply reductions that can support higher volumes while still delivering lower cost and greater inventory turns.
- Identified and developed new suppliers to support highly complex formulation focusing on ensuring consistently high quality and service while reducing overall costs.
- Delivered over \$15M in aggregate savings from 2015 to 2016 with another \$10M targeted for 2017.
- Rationalized and expanded manufacturing network ensuring redundant manufacturing capacity while optimizing cost and responsiveness. Personally negotiated all manufacturing supply agreements.
- Foster and enhance cross functional collaboration to streamline business processes, reduce departmental conflicts, and align efforts to maximize success against corporate objectives.

DESIGNER PROTEIN, Carlsbad, CA

2012 –2015

A private equity backed company focused on creating low calorie, functional protein products to help consumers meet their health and fitness goals.

Vice President of Operations and Customer Service

- Senior leader responsible for all manufacturing, supply chain, customer service, R&D, QA/QC, and legal functions of business, reporting into the CEO.

- Identified costs reduction opportunities which led to improved sourcing, freight and overhead reduction, product reformulation, and new product development. Efforts increased Gross Margin by 32% YOY.
- Negotiated key raw material purchase agreements resulting in \$1MM in savings (11%) YOY.
- Led development team which successfully launched 2 line extensions; transitioned RTD Shakes from aseptic bottles to Tetra packaging; and reformulated and improved entire product line while reducing costs.
- Led strategy and management of a product recall initiated prior to employment. Mitigated exposure by successfully negotiating with the FDA to reduce classification from mandated recall to voluntary market withdrawal and limiting the scope reducing a potential multimillion dollar exposure to less than \$300K.

THE WONDERFUL GROUP, United States, Fiji, New Zealand

2005 – 2012

A privately held, U.S. \$4.6 billion corporation with diverse interests including agriculture, consumer packaged goods, and floral services.

Joined internal strategy group and earned quick promotions to management roles in recognition of strategic business contributions and problem-solving expertise. In most recent role, managed the integration and long term strategy of FIJI Water's newest acquisition, Landmark Vineyards. Led development of 90 Meters, FIJI Water's first product extension; Country Manager for New Zealand; and General Manager of SpringFresh Water, a subsidiary of FIJI Water. As General Manager of POM Coffee, reported directly to President of FIJI Water and managed first joint venture with sister company POM Wonderful. While Manager of Operations, led team of 200 and produced 15+ million cases of product annually, and \$150MM in sales.

Director of Planning and Integration, Landmark Vineyards

2011 – 2012

- Developed short and long-term expansion and capex plans to increase winery production volume by 400% by 2015. In first month, increased production by nearly 100% while decreasing overhead and COGS.
- Implemented strategic plan designed to build and sustain long-term improvements using systematic approaches. For example, introduced root cause analysis and performance metrics to provide better monitoring and control of processes.
- Directed the strategic and operational development of a product line extension targeting the on-premise market demand for a BTB (by the bottle) wine offering. Managing all aspects of product development including market research and assessment, profitability analysis, capex investment, and production.
- Led the post-merger management and integration of Landmark Vineyards with FIJI Water. Successful induction into the business resulted in a seamless transition cross-functionally across finance, production, sales, marketing, and human resources.
- Constructed cost and profitability model to accurately analyze margin contribution by individual SKU's and rationalize current wine program offerings. Model identified low contribution SKU's currently being evaluated for deletion from ongoing programs.

General Manager, FIJI Water (NZ), SpringFresh Water, 90 Meters Sparkling Water

2009 - 2011

- Full P&L oversight of FIJI Water New Zealand, SpringFresh Water, and 90M Sparkling Water. Managed all business operations including plant operations, sales, marketing, logistics, and finance functions.
- Led product development of 90 Meters Sparkling Water. Managed packaging development, formulation, supply chain management, and capital improvements. Proven ability to overcome technical challenges as demonstrated by developing a commercially viable champagne base, PET bottle for a carbonated beverage.
- Experienced in crisis management. Led business through two large magnitude earthquakes. Brought Plant back online within 3 days after 7.1 earthquake and within 48 hours of 6.3 earthquake. Coordinated relief efforts to local community donating over 120,000 bottles.
- Increased SpringFresh annual sales by 30% while reducing overhead by \$200K NZD.
- Negotiated new distributor relationship with Lion Nathan, one of Australasia's largest distributors, establishing FIJI Water's presence in New Zealand.

- Increased SpringFresh brand presence with the *Escape to Fiji* sweepstakes, SpringFresh's first consumer promotion. Negotiated exclusive branding rights to the Silver Ferns, New Zealand's National Netball team.

General Manager, POMx Iced Coffee, FIJI Water 2007 - 2009

- Successfully jumpstarted launch of POM Coffee, a joint venture between POM Wonderful and FIJI Water. Spearheaded initiatives to bring first anti-oxidant infused coffee, a major brand extension of POM Wonderful, to market.
- Achieved goal in 9 months, overturning 2 years of unsuccessful attempts. Led joint venture, an \$8MM project, effectively navigating between diverse stakeholders to gain buy-in and achievement of goals.
- Developed operational go-to-market strategies domestically and internationally, covering manufacturing, supply chain management, and distribution.
- Experienced working with 3rd party manufacturers. Effectively led 3rd-party staff, achieving goals by motivating team members to keep project on track despite a hostile work environment.
- Oversaw \$2MM in capital improvements at one co-packer's site while managing an additional \$1MM in capital spend at another co-packer to develop capacity to meet production needs.
- Negotiated new contracts with co-packers to achieve increased production capacity at lower cost. New contracts have estimated cost savings of \$7MM over 3 years.

Manager of Operations, FIJI Water 2007

- Managed operations of FIJI Water plant producing over 15MM cases and \$150MM in annual sales.
- Introduced and implemented lean manufacturing principles. Stabilized and turned around performance of plant increasing production efficiency (OEE) by 15% and reduced waste from 10% to 3%.
- Led team of over 200 employees. Established new organizational structure that maximized 24-hour productivity by assigning team leaders and production managers to oversee night shifts.
- Successfully commissioned third FIJI Water production line. Effectively addressed all start up issues to get line up and running within targeted timeframe while still managing production on existing two lines.

Strategy Consultant, Roll International 2005 - 2006

- Specifically sought out by senior management to resolve water quality problem that impacted \$300,000 in sales to the United Kingdom. Led factory-wide initiative, conducted Six Sigma analysis to identify source of problem and, once identified, implemented new protocols to avoid recurrence. In addition to protecting UK sales, initiative allowed entry into new markets including Asia, South America and the Middle East.
- Completed fact-finding mission in China, created recommendations used to develop and shape market-entry strategy for pistachio business.
- Authored report to the USDA and USTR (United States Trade Representative) to successfully extend a Federal Marketing Order that required foreign produced pistachios to meet the same safe handling standards of domestically grown pistachios.

EDUCATION

MBA, The Anderson School at UCLA, Los Angeles, CA

BA, Molecular and Cellular Biology, The University of California, Berkeley, CA



BOARD ACTION

ITEM 7: CONSIDER APPROVAL OF 2022-23 PROPOSED BUSINESS PLAN AND BUDGET

SUMMARY:

In August the Board directed Commission management to develop a business plan and budget within specified financial parameters utilizing the existing strategic priorities, as well as business plan objectives and strategies. As requested during the August meeting, CAC management has prepared detailed action plans for two budget levels. Marketing has recommended a Marketing budget of \$8,999,105, which is a reduction of \$532,260 from the current 2021-22 plan. A further reduced Marketing plan with a budget of \$7,994,714 also was prepared.

On the attached draft, the budget for the \$8,999,105 plan is shown in black font and areas with reduced budgets are shown in red font. Similarly, actions and deliverables that must be cut with the reduced budget are shown in red font if reduced or eliminated. In special cases where a reduced budget has other consequences those have additional explanations in red font and italicized. A summary of the budget differences also is provided at the end of the document.

FISCAL ANALYSIS:

- The two proposed 2022-23 budgets are based on a 1.00% assessment rate and an assumed crop volume of 250 million pounds and average price per pound of \$1.35. A summary of the two proposed budgets are as follows:
 - Budget #1 - \$14.452 million in expenditures, allocating \$8.999 million to marketing, \$1.587 million to industry affairs and research activities, \$400,000 to grants and the balance of \$3.466 million to administration.
 - Budget #2 - \$13.448 million in expenditures, allocating \$7.995 million to marketing, \$1.587 million to industry affairs and research activities, \$400,000 to grants and the balance of \$3.466 million to administration.

BOARD OPTIONS:

- Approve the 2022-23 Business Plan and Budget based on the \$9 million marketing budget, as presented
- Approve the 2022-23 Business Plan and Budget based on the \$8 million marketing budget, as presented
- Modify and approve an alternate 2022-23 Business Plan and Budget

STAFF RECOMMENDATION:

- Staff recommends the CAC Board review and discuss the proposed business plans and budgets and approve one as presented, or with modification, if appropriate

EXHIBITS / ATTACHMENTS:

- 2022-23 CAC Business Plan and Budget - Draft



2022-23 BUSINESS PLAN

(Approved by CAC Board on TBD)

CONTENTS

▪ CAC PRIORITIES	Page 3
▪ INDUSTRY STRATEGIC INTENT 2025	Page 4
▪ CONSUMER MARKETING	Page 16
▪ CONSUMER PUBLIC RELATIONS	Page 35
▪ CONSUMER/TRADE LIVING WELL	Page 43
▪ TRADE MARKETING: RETAIL	Page 48
▪ TRADE MARKETING: FOODSERVICE	Page 69
▪ MARKETING ACTIVITIES SUPPORT	Page 80
▪ CALIFORNIA AVOCADO MERCHANDISE SHOP	Page 86
▪ INDUSTRY AFFAIRS	Page 92
▪ PRODUCTION RESEARCH	Page 104
▪ 2022-23 CAC DRAFT BUDGET (MARKETING: \$8,999,105)	Page 108
▪ 2022-23 CAC DRAFT BUDGET (MARKETING: \$7,994,714)	Page 114
▪ 2022-23 CAC MARKETING BUDGET COMPARISONS	Page 120

CAC Priorities

CAC Priority No. 1

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

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

CAC Priority No. 2

Advocate for, and engage with, the industry

CAC Priority No. 3

Support industry strategy through research and outreach

CAC Priority No. 4

Cultivate organizational excellence / Demonstrate effective use of resources



INDUSTRY STRATEGIC INTENT 2025

Industry Strategic Intent 2025

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

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

California Avocados will occupy a premium position in the market.

Key Industry Aspirations

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

Consequently, we aspire to the following outcomes:

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

Competitive Advantages

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

Brand Positioning/Promise

The best avocados have California in them

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

Target Markets

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

CAC Core Values

Core values clarify and make explicit the principles driving CAC decisions

- Value to the grower comes first
- Leadership is forward thinking, consensus-driven
- Our ethics and integrity are uncompromised
- We're accountable and transparent
- Champion diversity, equity and inclusion in California Avocado marketing practices, programs, partners, targets and communications

Critical Factors for Success

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

CAC Strategic Intent

CAC Priority No. 1:

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

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

Rationale

California Avocados already enjoy a coveted market position as the most-recognized and trusted avocado “brand” in the Western U.S. where most California Avocados are sold. This distinction is critical since it creates the foundation for being positioned as the world's most-valued and desired avocados—a “must have” for all California growers who face higher costs of production than are borne by their competitors. Consumers in the West who have an opinion about the origin of their avocados consistently prefer California-grown avocados over those from other origins. This preference usually corresponds with a willingness to pay premium prices when California Avocados are in season, as compared to prices paid at other times of the year. Other target avocado consumers who are not actively concerned with avocado origin must be provided with additional motivation to prefer California Avocados and a willingness to pay a premium for them when in season (The inherent value recognized by consumers ultimately means increased profitability for retailers, foodservice operators, wholesalers and, most importantly, growers.)

Objectives:

1. Increase California Avocado perceived value, preference and loyalty with our targets
2. Retain or increase the high awareness of the California avocado growing region among targeted consumers
3. Aspire to an average price per pound of \$1.50 or greater

Strategies:

Distribution and Targeting

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

Communication

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

Performance Measures:

Tracking Study Performance Measures gauge achievement of objectives 1 and 2. The “TBDs” will be filled in after the 2022 Tracking Study data are available.

- Using the 2022 CAC summer/fall tracking study as a benchmark, measure maintenance of attribute ratings among California consumers
 - Attribute ratings for California origin
 - Benchmarks: TBD% for best tasting, TBD% for most premium quality, TBD% for freshest
 - Percent of avocado shoppers in California who look for the origin of avocados and care about buying those that are U.S. grown, (“top two box”)
 - Benchmarks: TBD% care about U.S. grown; TBD% look for origin
- Using the 2022 CAC summer/fall tracking study as a benchmark, measure maintenance of consumer preference for California Avocados among California consumers versus those from other sources
 - Benchmarks: TBD% prefer California, TBD% prefer any other, TBD% no preference/not sure
- Using the 2022 CAC summer/fall tracking study as a benchmark, measure maintenance in consumer association between avocados and summer among California consumers
 - Benchmark: TBD% associate California Avocados with spring
 - Benchmark: TBD% associate California Avocados with summer
- Using the 2022 CAC summer/fall tracking study as a benchmark, measure retention of very high awareness of the California avocado growing region among California consumers and Premium Californians as well as improvement of moderately high awareness among younger target consumers
 - Benchmark: TBD% aided awareness among Californians
 - Benchmark: TBD% aided awareness among Premium Californians
 - Benchmark: TBD% aided awareness among Californians ages 18-24
- Growth in consumer engagement for the fiscal year 2022-2023 vs. 2021-22 benchmarks (TBD when fiscal year data are available)
 - Increase in engagement rate (TBD% video completion rate, TBD% click thru rate)
 - Increase in retail and foodservice consumer engagement rates vs. benchmark, including TBD% click thru rate
 - Increase in average time on website (session length) vs. TBD minutes TBD seconds
 - Increase in average pages per visit vs. TBD

- Decrease in bounce rate vs. TBD
- Achieve average brand advocate Instagram post engagement rate above 2022 industry benchmark (0.63% per post by follower)
- Growth in average foodservice engagement via digital ads for fiscal year 2022-23:
 - Benchmark: CTR/Response Rate > .41%
- Handler, retailer and foodservice performance results measured by retailer and foodservice promotional agreements
 - Secure 100% signed foodservice promotion agreements
- Improvement in foodservice marketing metrics vs. benchmark 2018-19* (*programs based on handler approval and favorable value to growers*)
 - An 85% retention rate among chain partners from 2020-21 and 2021-22
 - Increase new foodservice partnerships (never partnered with or have not partnered within past 2 years) by a minimum of 3
 - California Avocados promoted/featured in approximately 1,800 foodservice units
- Achievement of retail marketing metrics
 - A minimum of 80% of target (Tier 1) retail customers merchandising California Avocados
 - Secure at least 45 retail promotions with targeted customers
 - Place a minimum of 1,000 retail display bins with targeted customers
- Using “AMRIC data”, measure lug prices and differentials of California Avocados vs. avocados of other origins
 - Achieve or exceed budgeted average price for the fiscal year
 - Achieve a premium price for California Avocados during California season vs. the off season
 - Achieve a premium price for California vs. imports during California season

CAC Priority No.2:

Advocate for, and engage with, the industry

Rationale

An effective marketing program, by itself, is not enough to ensure the success of the California Avocado industry. Farming continues to become more difficult as growers operate in an increasingly complex web of competition, regulation, market

preferences and shifting costs. Often, collective action is necessary to affect a positive outcome on a pressing issue that is impacting the industry. The Commission gives growers a mechanism to act in concert and speak with one voice. Through CAC, resources can be brought to bear on common issues like trade access, pesticide registrations, regulatory issues, water availability and food safety concerns to the benefit of all growers. It's imperative that issues affecting the avocado industry are proactively anticipated, prioritized and managed to shape outcomes that are compatible with the industry's future. CAC must have an issues management program that is ever-vigilant and focused on the future, to ensure that everything possible is being done to safeguard the industry's economic investment. CAC also can serve as a reservoir and conduit for information needed to enable growers to be successful at the business of growing avocados. Informed decision-making is essential to this success, and with a robust outreach program, CAC can deliver relevant information uniquely tailored to California Avocado growers in a way that no other organization can, equipping them to leverage opportunities, redirect threats and adapt to change.

Objectives:

1. Proactively shape avocado industry issue outcomes that are compatible with the industry's key aspirations and CAC's values
2. Build consensus on the strategic direction to be taken to achieve the industry's key aspirations
3. Enhance California Avocado grower productivity and success
4. Ensure a full understanding and consideration of how government agency decisions will impact California avocado producers

Strategies:

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

Performance Measures:

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

CAC Priority No. 3:***Support industry strategy through research and outreach*****Rationale**

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

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

Objectives:

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

Strategies:

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

Performance Measures:

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

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

CAC can only assist the industry to realize its strategic intent if it has the support of its constituents. Grower perception of the value of CAC is directly related to leadership the organization provides, its stewardship of assessment funds collected and the efficacy of its efforts. Principles of transparency, accountability and integrity must guide every Commission action. CAC must monitor its performance and continuously challenge itself to deliver value for every assessment dollar spent. This is the heart of the Board-management partnership. In addition, maintaining a competent team of professionals also requires continual recruitment of talent, with an emphasis on diversity and inclusiveness, investment in Board and employee development and creation of an organizational culture where openness, creativity and innovation are encouraged and rewarded.

Objectives:

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

Strategies:

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

Performance Measures:

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



CONSUMER MARKETING

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Media and Search Engine Optimization; Creative Development and Production; Website; Email Program; Social Media and Content Marketing; Online and Social Media Support; and Program Administration	AGENCY: MullenLowe + Mediahub
------------------------------------	---	--------------------------------------

PRIORITY 1: Position California Avocados to be the world’s most-valued and desired avocados *
 *(for consumers, retailers, foodservice operators, wholesalers, growers)

OBJECTIVES:

1. Increase California Avocado perceived value, preference and loyalty with our targets
2. Retain or increase the high awareness of the California avocado growing region among targeted consumers
3. Aspire to an average price per pound of \$1.50 or greater

STRATEGIES:

Distribution and Targeting

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

Communication

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

- I. Direct paid brand advocates and media partners to share “why-California Avocado” messages and encourage unpaid advocates to do so
- J. Identify and create brand-safe opportunities that enable California Avocados to organically join hyper-relevant cultural moments
- K. Maintain year-round California Avocado awareness messaging
- M. Inform California Avocado stakeholders and constituents about Marketing program activities and results

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Media and Search Engine Optimization	AGENCY: Mediahub
------------------------------------	---	-------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Comprehensive Media Plan Development Develop a comprehensive on- and offline media plan (applicable to all media channels, including digital and social) that</p> <ul style="list-style-type: none"> ○ Supports brand messaging ○ Reaches the Premium Californian target, inclusive of diverse demographics including age, race, gender, culture and family status ○ Includes tactics that target Super Users based on 2021-22 learnings <ul style="list-style-type: none"> ● Activate consumers seeking avocados at or around retailers who merchandise California Avocados ● Negotiate all added value and savings with media partners ● Include custom content partnerships that share “why-California Avocado” messages and communicate superiority and premium quality of California Avocados and incorporate learnings from 2021-22 ● Support target retail and foodservice account-specific initiatives 	11/1/22	9/4/23	Brand: \$3,200,000 \$2,900,000 Retail: \$235,000	<ul style="list-style-type: none"> ● Media plan recommendation by 11/4/22 ● Media plan to include the following channels: audio, outdoor, digital media and content, influencers, paid social media and search ● Revised media plan recommendation (if applicable, within two to four weeks of initial recommendation, depending on feedback) ● Negotiated plan recap by 1/20/23 ● Retailer and foodservice-specific media support in the form of media plans and buys in season for CAC’s social platforms and with digital partners (up to 20 recommendations) <p style="color: red; margin-top: 10px;"><i>Reductions to media plan to achieve \$2,900,000 budget:</i></p> <ul style="list-style-type: none"> ○ <i>Reduced number of media partnerships and outdoor units, including less custom content. Lower media budget will decrease impact in key markets due to lower awareness driving impression volume</i> ○ <i>Reduced budget will result in fewer added value opportunities and less savings with media partners</i>

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Media and Search Engine Optimization (cont.)	AGENCY: Mediahub
------------------------------------	---	-------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Media Plan Maintenance and Reporting</p> <ul style="list-style-type: none"> • Maintain and optimize media plan • Provide reports on campaign progress and optimization recommendations when applicable • Following mid-campaign report, implement approved optimization recommendations • Provide a campaign wrap-up report summarizing the campaign's performance and providing insight and direction for the following year's campaign 	1/3/23	10/31/23	(cont.)	<ul style="list-style-type: none"> • Media plan schedules by 1/20/23 • Media purchasing and implementation per approved plan • Mid-campaign reporting and optimization recommendations during consumer media campaign (1 provided during campaign) • Campaign wrap-up report (six weeks after campaign conclusion) • Key Performance Indicators for campaign are noted above in performance measures • Retailer and foodservice-specific wrap-up reports (up to 20)
<p>Search Engine Optimization Monitor organic search and optimize efficiency, targeting and effectiveness</p> <ul style="list-style-type: none"> • Deep dive into https://californiaavocado.com/ site and identify/address opportunities for SEO improvement • Conduct a competition analysis focusing on building our organic share of voice against competitors • Provide URL recommendations based on best practices for targeting, onsite content categorization, redirects and how filtering/searching parameters are handled • In batches, provide internal linking optimizations that establish internal page authority and hierarchy • Provide mobile recommendations to development and design teams ongoing • Using competitor and keyword analysis, identify targeting for ongoing fresh content ideation 	11/1/22	10/31/23		<ul style="list-style-type: none"> • Exhaustive SEO site audit (technical/non-technical & competitive) in preparation for the avocado season by 1/27/23 • Monthly data evaluation and reporting by the 15th of every month • URL naming structures, redirects, and dynamic rendering recommendations on a monthly basis (batches of 25 (12) URLs by the 28th of every month) • Mobile friendliness recommendations twice a year, by 1/28/23 & 8/25/23 • Server-side responses and identify any issues once as or needed throughout the year • Keyword tracking & account setup for keyword optimization and targeting by 11/25/22 • Meta data refresh for 20 (10) URLs by the 28th of each month

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Media and Search Engine Optimization (cont.)	AGENCY: Mediahub
------------------------------------	---	-------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Search Engine Optimization (cont.) <ul style="list-style-type: none"> Provide a content calendar of 24 recommended topics, including all recommended titles, publishing date, keyword targeting (and associated search volume), category, theme, audience/persona targeting and article type Provide monthly reporting via Google Data Studios dashboard 	11/1/22	10/31/23	(cont.)	<ul style="list-style-type: none"> Heading tag refresh matching the targeting keyword for the page in batches of 20 (10) by the 28th of each month Image, video, and embedded Media optimizations for alt text in batches of 10 (5) by the 28th of each month Structured data recommendations for appropriate content in applied batches of 5 (2) by the 28th of each month Page optimization/evergreen content expansion on a monthly (quarterly) basis (after meta data refresh) by the 28th of every month UX/UI recommendations that enhance the user experience, by 4/7/23 Internal linking optimizations in batches of 25 (12) by the 28th of every month
Search Engine Optimization (cont.)	11/1/22	10/31/23		<ul style="list-style-type: none"> Content research and strategy for ongoing fresh content ideation by 12/23/22 Content calendar of 24 recommended topics by 1/27/23 Content management for 2 articles/blogs per month, by the 28th of every month Monthly content reporting by the 15th of every month
CONSUMER MARKETING: MEDIA AND SEARCH ENGINE OPTIMIZATION (MEDIAHUB) SUBTOTAL:			\$3,200,000 \$2,900,000	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Creative Development and Production	AGENCY: MullenLowe
------------------------------------	--	---------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Brand Campaign Creative Development Evolve “The best avocados have California in them” campaign, focusing on the locally grown advantage, seasonal availability and differentiating California</p> <ul style="list-style-type: none"> • Communicate the best avocados have California in them with strong elements of the California lifestyle in campaign graphics that are fruit-forward and California-centric • Manage efficient, innovative asset production for paid and owned media • Facilitate alignment across agencies in premium, targeted approach and execution • Develop creative content that communicates superiority and premium quality of California Avocados along with prominent California Avocado branding • Develop creative for integrated programs, as required of paid media plan • Develop creative that champions diversity, equity and inclusion for strategic seasonal program promotions 	11/1/22	9/1/23	\$145,305 \$125,000	<p>Creative campaign assets that support approved media plan including digital banners, video pre-roll, outdoor, audio and custom content needs by 2/15/23, rolling based on launch date:</p> <ul style="list-style-type: none"> • Evolution of current brand campaign artwork and animations by 2/1/23 (up to 4 total) • Season Opener assets as determined by the media plan by 2/15/23 • New campaign partnerships developed by 4/1/23 • Static digital banners using existing creative (non-video) for retail program by 6/1/23 (up to 20 retailers) <p>NOTE: Final campaign deliverables and number of assets to be determined by approved media plan and approved additional creative opportunities</p>

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Creative Development and Production (cont.)	AGENCY: MullenLowe
------------------------------------	--	---------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Additional Creative Opportunities Maintain year-round awareness messaging through creative amongst both existing and new Californian audiences within the following territories:</p> <ul style="list-style-type: none"> • Lifestyle – Develop creative that strengthens the connection between the brand and product with the people and culture of California • Culinary – Develop recipe creative in support of key cultural moments 	11/1/22	9/1/23	(cont.)	Assets that support additional creative opportunities/territories <ul style="list-style-type: none"> • Lifestyle initiative by 5/1/23 • Culinary initiative by 7/1/23
CONSUMER MARKETING: CREATIVE DEVELOPMENT AND PRODUCTION (MULLENLOWE) SUBTOTAL:			\$145,305 \$125,000	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Website	AGENCY: MullenLowe
------------------------------------	----------------------------	---------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Website Maintenance Perform ongoing overall site maintenance for https://californiaavocado.com/ and California Avocado Merchandise Shop site</p> <ul style="list-style-type: none"> Support for minor campaign-specific User Interface and User Experience updates Create hero assets for campaign-specific updates Support ongoing business needs with frontend and backend development as well as Content Management System improvements as needed Ensure the site continues to be compliant with Americans with Disabilities Act resolve blocker and critical issues 	11/1/22	10/31/23	\$93,000	<ul style="list-style-type: none"> Monthly maintenance releases (12 total) Frontend development hours (up to 12 per month) Backend development hours (up to 12 per month) Quality Assurance development hours (up to 12 per month) Campaign hero assets in alignment with editorial calendars in formats for website and email template (up to 6 total) UX/UI support and minor revisions (up to 8 hours per month) Bug fixes, as needed <p>*Monthly deliverables will be based on CAC's requests, task priority and available budget</p>
<p>Data Gathering and Analytics</p> <ul style="list-style-type: none"> Create a website learning agenda that informs CAC's FY23 agenda including program goals, Key Performance Indicators and site measurement Create quarterly analytical reports/readouts for the site with insights based on the FY22 program goals and KPI's Support Tagging Strategy and Google Analytics tagging (ad hoc) Gather data that informs UX/UI/development /business decisions 	11/1/22	10/31/23	\$30,000	<ul style="list-style-type: none"> 2022 learning agenda presentation by 11/20/22 4 (2) Quarterly analytical reports due at the beginning of each quarter <p>NOTE: Learnings from all reports will be implemented under the Maintenance and Site Enhancements & Optimizations scopes, based on the priority and available budget</p>

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Website (cont.)	AGENCY: MullenLowe
------------------------------------	------------------------------------	---------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Site Enhancements & Optimizations</p> <ul style="list-style-type: none"> • Conduct a UX and Content audit of the following sections, including their subpages: <ul style="list-style-type: none"> ○ Nutrition ○ Lifestyle • Conduct a UX audit of the following pages: <ul style="list-style-type: none"> ○ Newsletter signup ○ Store Locator • Execute Q1-Q2 enhancements and optimizations: <ul style="list-style-type: none"> ○ Newsletter signup ○ Store Locator • Execute Q3-Q4 enhancements and optimizations: <ul style="list-style-type: none"> ○ Nutrition ○ Lifestyle • Optimize site based on learnings from analytics reports 	11/1/22	10/31/23	\$115,500 \$54,700	<ul style="list-style-type: none"> • Q1-Q2 Enhancements & Optimizations <ul style="list-style-type: none"> ○ Project plan by 11/30/22 ○ Implementation by 2/28/23 • Q3-Q4 Enhancements & Optimizations <ul style="list-style-type: none"> ○ Mid-year budget review with additional recommendations for Q3-Q4 enhancements by 4/14/23 ○ Project approach by 5/31/23 ○ Implementation by 9/30/23 ○ Mid-year budget review with additional recommendations for Q3-Q4 by 4/14/23 • Implementation of recommended site optimizations: <ul style="list-style-type: none"> ○ From Quarterly Analytics Reports ○ From Learning Agenda Presentation ○ Ad hoc where not covered by Website Maintenance and where budget permits

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Website (cont.)		AGENCY: MullenLowe	
ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Third-Party Annual Hosting Services	11/1/22	10/31/23	\$20,300	<ul style="list-style-type: none"> • WP Engine hosting (\$3,050/year) • Content Delivery Network ensures better and faster website performance (\$2,400) • Hosted email services (\$12,000/year) • Website Domain Renewal (\$1,200/year) • WordPress Plugins: ShortPixel, Relevanssi, FacetWP, Aksimet (\$1,062/year) • Marker.io Website Feedback Tool Plugin (\$588/year)
User Testing	11/1/22	10/31/23	\$2,000	<ul style="list-style-type: none"> • Userlytics testing platform used to conduct User Testing • Up to 2 tests with 20 participants (general audience)
CONSUMER MARKETING: WEBSITE (MULLENLOWE) SUBTOTAL:			\$260,800 \$200,000	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Email Program	AGENCY: MullenLowe
------------------------------------	----------------------------------	---------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Email Optimization Implement best-performing optimizations and key learnings from 2022 wrap-up report	11/1/22	10/31/23	N/A	Reporting incorporated into annual Social Strategy (pre-season, by 12/3/22) and in annual wrap-up report (post-season, by 10/31/23)
Email Content Develop an annual email themes calendar and monthly newsletters, including recipe content, campaign content, California Merchandise Shop promotions, how-to content and owned assets that differentiate premium California Avocados from avocados of other origins and provide value to subscribers	11/1/22	10/31/23	\$30,000	<ul style="list-style-type: none"> Finalized annual email themes calendar by 11/12/22, including launch dates and review dates Up to 8 regular emails (1 during pre-season, 1 thematic email per month from March through August, 1 additional California Avocado Month email) 1 holiday merch push email 1 spring/summer merch push email 3 social posts (Twitter, Instagram, Facebook) driving to email subscription sign up page
CONSUMER MARKETING: EMAIL PROGRAM (MULLENLOWE) SUBTOTAL:			\$30,000	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Social Media and Content Marketing	AGENCY: MullenLowe
------------------------------------	---	---------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Social Media Strategy and Planning <ul style="list-style-type: none"> Develop 2023 social strategy: incorporate learnings from 2022, add strategic builds, including competitive findings, opportunistic cultural moments, audience trends, insights and optimizations from previous year's channel performance Update creative best practices and social specs for partners based on latest platform formats 	11/1/22	10/31/23	N/A	<ul style="list-style-type: none"> Opportunistic cultural calendar recommendations by 11/10/22 2023 social goals, strategy, initial annual cultural moments and KPI's by 12/3/22

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Social Media and Content Marketing	AGENCY: MullenLowe
------------------------------------	---	---------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Social Media Content Production Implement social strategy that differentiates between California Avocados and avocados of other origins</p> <ul style="list-style-type: none"> • Develop integrated social and experiential concepts that support larger campaign initiatives including Preseason, Retailer, Season Opener and California Avocado Month and encourage sharing of key California Avocado messages • Content creation and optimizations for social channels, including developing platforms like TikTok • Develop and execute ongoing social content that supports brand campaign, communicates seasonality, emphasizes the California difference and promotes usage of California avocados in season • Develop ongoing contextual cultural content with relevance to Premium Californians’ passions and interests <ul style="list-style-type: none"> • Continue to leverage incentives (merchandise, social shout-outs on the brand channels, etc.) as encouragement for fans to share key messages with their own social audiences 	11/1/22	10/31/23	\$108,000 \$101,000	<ul style="list-style-type: none"> • Continued community management, social monitoring, engagement and measuring against our goals and KPIs as identified in social media brief • Social production concepts recommendations by 4/1/23 • Ongoing cultural content recommendations based on CAC priorities and audience affinities • Monthly content ideation, development and execution based on CAC priorities • Ongoing surprise-and-delight social recommendations and package shipments • Paid retail social copy and static photography recommendations for CAC-social channels (Twitter and Facebook/Instagram, pending media plan) <ul style="list-style-type: none"> ○ Up to 20 tagged retailers ○ 1 copy recommendation for Twitter and 1 copy recommendation for Facebook/Instagram per retailer deck, with 2-3 static photography options

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Social Media and Content Marketing	AGENCY: MullenLowe
------------------------------------	---	---------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Social Media Monitoring and Analytics Manage and monitor customer service tool (Sprout Social or similar tool) and analytics tools (Quintly, Crimson Hexagon or similar tool)	11/1/22	10/31/23	\$4,000	<ul style="list-style-type: none"> Ongoing community management, monitoring and engaging with consumers using SproutSocial tool 1 California Avocado Month social performance report due 7/12/23 1 wrap-up report due 10/30/23, including learnings from pre-season, peak season and season wind-down Ongoing contributions to Marketing Dashboard updates
CONSUMER MARKETING: SOCIAL MEDIA AND CONTENT MARKETING (MULLENLOWE) SUBTOTAL:			\$112,000 \$105,000	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Online and Social Media Support	AGENCY: Rockwell Morrow
------------------------------------	--	--------------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Website Content Updates <ul style="list-style-type: none"> • Write new how to eat avocado page (article) • Write new go-to guacamole page (article) • Refresh select current content <ul style="list-style-type: none"> ○ Consolidate ripening/how to choose and use avocado content ○ Fun facts page ○ FAQ page ○ Where do California Avocados grow? ○ When is avocado season in California? ○ Can I freeze avocado? ○ What do I do when my avocados aren't ripe ○ Nutrition: how many calories are in an avocado? How much protein is in avocado? • Draft new grower stories (pending availability) 	11/1/22	10/31/23	\$14,750	<ul style="list-style-type: none"> • Overall website content update project brief by 11/11/22 • Individual content creative briefs and content timing per approved project brief • Grower content update project brief by 1/14/23
Website Recipe SEO and Database Improvement <ul style="list-style-type: none"> • Draft recipe descriptions for SEO-identified opportunities • Using CAC's content management system (WordPress), add or edit recipe category and tag information • Identify and edit recipes on website needing edits • Test, edit and proof new website recipes for CAC style, including categories and tags 	11/1/22	10/31/23		<ul style="list-style-type: none"> • Descriptions for a minimum of 25 recipes by 4/30/23 • Ongoing category and tag edits through 10/31/23

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Online and Social Media Support (cont.)	AGENCY: Rockwell Morrow
------------------------------------	--	--------------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Digital Integration and Review Review and edit digital content including website, social media and emails as requested, ensuring that developed/reviewed materials support California Avocado objectives, strategies and brand positioning	11/1/22	10/31/23	(cont.)	<ul style="list-style-type: none"> Timely response and delivery to ongoing requests, including email newsletters Support photo shoots and web team meetings as requested
CONSUMER MARKETING: ONLINE AND SOCIAL MEDIA SUPPORT (ROCKWELL MORROW) SUBTOTAL:			\$14,750	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Program Administration	AGENCY: MullenLowe
------------------------------------	---	---------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Account Maintenance</p> <ul style="list-style-type: none"> • Coordinate and manage day-to-day operations of account • Provide leadership across key brand and creative initiatives • Provide strategic direction and consultation, including social media strategy and planning 	11/1/22	10/31/23	<p>\$1,453,785 \$1,361,799</p>	<p>Support including:</p> <ul style="list-style-type: none"> • Ongoing insights and analysis as requested • Organization of meetings, reviews and all timelines • Regular engagement on key business objectives • Community management support and monitoring social conversation • Integration and collaboration with partner agencies as needed • Budgeting and monthly invoicing
<p>Media Maintenance</p> <ul style="list-style-type: none"> • Negotiate, purchase and reconcile media for all consumer advertising components, with media focused on target markets leading up to and during the season • Provide ongoing stewardship of media partnerships, including content development and retail buy maintenance • Contribute to Board and Marketing Committee presentations • Naturally incorporate considerations of diversity, equity and inclusion for media partnerships 	11/1/22	10/31/23		<p>Support including:</p> <ul style="list-style-type: none"> • Ongoing insights, optimizations and analysis as needed throughout campaign • Budgeting and monthly invoicing • Media content as needed for Board and Marketing Committee meetings and Dashboard updates • Report on diversity, equity and inclusion by 10/31/23

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Program Administration	AGENCY: MullenLowe
------------------------------------	---	---------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Business Planning Contribute to the 2023-24 CAC Planning process as determined by CAC <ul style="list-style-type: none"> Perform research on consumer and industry trends that will help inform future programs Provide input on business plan elements, along with program development and integration for 2023-24 Review SEO, analytical data, CAC wish list, business goals and overall strategy Define a high-level digital roadmap for 2024 enhancements and optimization 	11/1/22	10/31/23	(cont.)	Support including: <ul style="list-style-type: none"> Consumer and industry trends as requested by CAC Input on draft objectives, strategies and performance measures Program ideas and territories presentation SEO review and digital roadmap per CAC 2023-24 business plan timeline
Marketing Support <ul style="list-style-type: none"> Contribute to CAC grower and handler communications, 'GreenSheet' and 'From the Grove' Contribute to Board and Marketing Committee presentations Contribute to Press Releases as needed by CAC Naturally incorporate considerations of diversity, equity and inclusion when developing programs, sourcing vendors and in appropriate communications 	11/1/22	10/31/23		Support including: <ul style="list-style-type: none"> Contribute to 2 GreenSheet and 2 From the Grove outlines Creative content as needed for Board and Marketing Committee meetings and Dashboard updates Imagery and input for press releases as requested Report on diversity, equity and inclusion by 10/31/23 <p><i>NOTE: All ad hoc requests (not listed) to be evaluated at time of receipt and determined by available staffing – some requests (depending on complexity and timing) may be subject to additional fees</i></p>
CONSUMER MARKETING: PROGRAM ADMINISTRATION (MULLENLOWE) SUBTOTAL:			\$1,453,785 \$1,361,799	

TOTAL CONSUMER MARKETING BUDGET: \$5,216,640 \$4,736,549



CONSUMER PUBLIC RELATIONS

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Public Relations	ACTIVITIES: Public Relations; Brand Advocates; Program Administration; Website Contributors	AGENCY: Golin
---	--	----------------------

PRIORITY 1: Position California Avocados to be the world’s most-valued and desired avocados *

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

OBJECTIVES:

1. Increase California Avocado perceived value, preference and loyalty with our targets
2. Retain or increase the high awareness of the California avocado growing region among targeted consumers
3. Aspire to an average price per pound of \$1.50 or greater

STRATEGIES:

Distribution and Targeting

- A. Build high-value distribution and marketing opportunities for California Avocados, including export
- B. Build high-value distribution and marketing opportunities for California Avocados, including export
- C. Create anticipation and demand for the California Avocado season among targeted trade, diverse influencers and consumers
- D. Augment marketing communications with programs that engage the younger age range of targeted consumers

Communication

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Public Relations	ACTIVITIES: Public Relations	AGENCY: Golin
---	-------------------------------------	----------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Chef Partnerships</p> <ul style="list-style-type: none"> • Partner with 1-2 well-known local chefs to act as a spokesperson for CAC’s tentpole programs: <ul style="list-style-type: none"> ○ Season opener ○ California Avocado Month • Chef partner(s) to: <ul style="list-style-type: none"> ○ Create 2-4 new recipes featuring California Avocados ○ Serve as a spokesperson for 2-4 media interviews, including local broadcast ○ Promote the partnership and recipes via 1-2 social posts on their owned channels ○ If chef has a restaurant: Feature a California Avocado dish on their menu during California Avocado Month and host a curated list of media and influencers to dine at their restaurant throughout the first week of June to sample the dish(es) • Build excitement around, interest in and educate media and consumers about the seasonal availability of California Avocados and communicate “why California” messaging • Proactive media outreach promoting California Avocado season and California Avocado Month regionally and nationally as appropriate • Conduct photo shoot and nutritional analysis on 4 new recipes from 2022-23 chef partner(s) 	11/1/22	7/31/23	\$115,000 \$95,000	<ul style="list-style-type: none"> • Project brief to CAC by 11/1/22 • Chef target recommendation to CAC by 11/8/22 • Contract with chef(s) by 12/16/22 • 4 developed and tested chef recipes to CAC by 1/9/23 • Recipe testing/tasting completed by 1/25/23 • Recipes and photo plan finalized by 2/3/23 • 4 new recipes with images by 2/24/23 • 4 fully developed recipes in the online format, with nutritional information and USDA approval of 4 new recipes by 3/1/23 • Delivery of recipe assets and website posting instructions by 3/10/23 • 1-2 chef social posts • 1 season opener press release and 1 mat release ready for distribution no later than 3/10/23 • 1 California Avocado Month press release and 1 mat release ready for distribution no later than 5/9/23 <ul style="list-style-type: none"> ○ Positive California Avocado coverage with a minimum 400 (300) million consumer media impressions <p style="color: red; font-style: italic;">Lower budget likely would result in lesser known or mediable chef partners for Season Opener and California Avocado Month.</p> <p style="color: red; font-style: italic;">With a 17% decrease in budget, CAC anticipates a 25% decrease in consumer media impressions due to partnering with lesser-known chefs.</p>

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Public Relations	ACTIVITIES: Public Relations (cont.)	AGENCY: Golin		
ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
News Bureau <ul style="list-style-type: none"> Develop targeted story angles and proactively pitch media on an ongoing basis to garner consistent media coverage around California Avocados and the California Avocado industry that disseminate key messages and drive brand awareness Respond to media requests/inquiries, and vet opportunities accordingly Secure media coverage around California Avocados in broadcast, print, qualified blogs and online outlets that reach targeted consumers and activate them to seek California Avocados at time of purchase 	11/1/22	10/31/23	\$60,000	<ul style="list-style-type: none"> Project brief to CAC by 11/1/22 Positive California Avocado coverage with an estimated minimum of 580 million consumer media impressions
Media Tracking/Reporting <ul style="list-style-type: none"> Maintain a news clip reporting system Monitor information and news affecting California Avocados; provide analysis and results of media coverage Purchase clips as needed 	11/1/22	10/31/23	\$70,000	<ul style="list-style-type: none"> Project brief to CAC by 11/1/22 Media Tracking and Reporting contract renewal by 12/15/22 Timely monitoring, as needed, on specific issues, as directed by CAC Up to 5 Dashboard reports and presentations Up to 10 clips for use in wrap-up reports and presentations to the Board
CONSUMER PUBLIC RELATIONS: PUBLIC RELATIONS PROGRAM (GOLIN) SUBTOTAL:			\$245,000 \$225,000	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Public Relations	ACTIVITIES: Website Contributors	AGENCY: CAC		
ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Website Contributors</p> <ul style="list-style-type: none"> • Identify partners and develop digital content (recipes, photos, articles and videos) as needed that encourages consumers to seek out and purchase in-season California Avocados • Develop Website Contributor Content Plan based on website needs, search engine optimization opportunities and web/social media content trends 	11/1/22	10/31/23	<p>\$85,000 \$65,000</p>	<ul style="list-style-type: none"> • Website Contributor Content Plan by 1/20/23 • Up to 8 recipes by 10/31/23 • Up to 8 photos by 10/31/23 • Up to 4 articles by 7/31/23 • Up to 4 videos by 7/31/23 <p style="color: red; font-style: italic;">With a 23% decrease in budget, CAC will need to decrease the number of Website Contributors, resulting in less content and consumer engagement. CAC also may need to work partners who have fewer followers and lower engagement rates.</p>
<p>CONSUMER PUBLIC RELATIONS: WEBSITE CONTRIBUTORS CAC SUBTOTAL:</p>			<p>\$85,000 \$65,000</p>	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Public Relations	ACTIVITIES: Brand Advocates	AGENCY: Golin
---	------------------------------------	----------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Brand Advocate Program</p> <ul style="list-style-type: none"> • Partner with at least 2 (1) diverse Brand Advocates who have a blog and mixed social media presence across the food, health & wellness and lifestyle verticals on Instagram and Pinterest • Partner with at least 2 Brand Advocates who have a presence on TikTok for cross promotion and posting (a platform that reaches the younger age range of targeted consumers) • Create content for owned channels that creates anticipation and demand for the California Avocado season and promotes exclusive seasonal availability of California Avocados for the season opener • Create content for owned channels around California Avocado Month that communicates the superiority and premium quality of California Avocados • Ensure California Avocados inclusion and brand identification throughout the program 	11/1/22	8/31/23	<p>\$164,300 \$115,000</p>	<ul style="list-style-type: none"> • Project brief to CAC by 11/1/22 • Brand Advocate target recommendations to CAC by 11/10/22 • Partnership agreements with Brand Advocates by 12/31/22 • Editorial timelines delivered to CAC for approval by 1/19/23 • Brand Advocate California Avocado Product Immersion session by 2/10/23 • Monthly California Avocado fruit deliveries for content development March through June • Monthly content post throughout the season (between March and June), each Brand Advocate will provide 1 blog post with a new California Avocado recipe and photo, inclusion of seasonal key messaging and social post* on their owned channels • From each Brand Advocate: headshot and bio by 2/13/23 • High resolution imagery and video content from TikTok Brand Advocates per approved timeline throughout the season (March-June)* • Delivery of at least 4 hi res image assets (2 horizontal, 2 vertical) per recipe of content in both lifestyle and overlay styles by the 15th of each month after Brand Advocate posting (April – July) • Monthly Brand Advocate recap reports • Delivery of selected recipes formatted in CAC style with nutrition data by 7/31/23 • Ongoing Brand Advocate outreach and timely response to requests and inquiries, as directed by CAC <p>*Number of certain deliverables dependent on number of advocates secured</p>

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

				<p><i>With a 30% decrease in budget, CAC will need to decrease the number of Brand Advocates, resulting in less content and consumer engagement. CAC also may need to work with partners with who have fewer followers and lower engagement rates.</i></p>
CONSUMER PUBLIC RELATIONS: BRAND ADVOCATES GOLIN SUBTOTAL:			\$164,300 <b style="color: red;">\$115,000	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Public Relations	ACTIVITIES: Program Administration and Strategy/Planning	AGENCY: Golin
---	---	----------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Program Administration & Strategy/Planning <ul style="list-style-type: none"> • Provide administrative support surrounding Public Relations and Brand Advocates programs • Contribute to the 2023-24 CAC Planning process as determined by CAC <ul style="list-style-type: none"> ○ Perform research on consumer and industry trends that will help inform future programs ○ Provide input on business plan elements, along with program development and integration for 2023-24 • Develop project briefs • Attend meetings, as directed by CAC • Contribute to Board, Marketing Committee and Handler meeting presentations • Develop/present Brand Advocates and Public Relations updates at Board, Marketing Committee and Handler meetings • Naturally incorporate considerations of diversity, equity and inclusion when developing programs, sourcing vendors and in appropriate communications 	11/1/22	10/31/23	\$100,500	<ul style="list-style-type: none"> • Ongoing administrative activities, including team and client meetings • 5 GreenSheet outlines and 2 From the Grove outlines/articles • Content, Dashboards and presentations for Board, Marketing Committee and Handler meetings, as directed by CAC • Attendance and presentation at Board, Marketing Committee and Handler meetings, as directed by CAC • Strategic planning participation, as directed by CAC • Report on diversity, equity and inclusion by 10/31/23 • Monthly budget tracking report with monthly invoice
CONSUMER PUBLIC RELATIONS:				
PROGRAM ADMINISTRATION AND STRATEGY/PLANNING			\$100,500	
GOLIN SUBTOTAL:				

TOTAL PUBLIC RELATIONS BUDGET: \$594,800 \$505,500



CONSUMER/TRADE LIVING WELL

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer/Trade Living Well	ACTIVITIES: Living Well Brand Advocates; Industry Membership; and Program Administration, Tracking, Reporting and Strategic Planning	AGENCY: PJ/PR
--	---	----------------------

PRIORITY 1: Position California Avocados to be the world's most-valued and desired avocados *
*(for consumers, retailers, foodservice operators, wholesalers, growers)

OBJECTIVES:

1. Increase California Avocado perceived value, preference and loyalty with our targets
2. Retain or increase the high awareness of the California avocado growing region among targeted consumers
3. Aspire to an average price per pound of \$1.50 or greater

STRATEGIES:

Distribution and Targeting

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

Communication

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer/Trade Living Well	ACTIVITIES: Living Well Brand Advocates	AGENCY: PJ/PR
--	--	----------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Living Well Brand Advocates Engage with 3 registered dietitians, develop and coordinate lifestyle and wellness content leveraging third-party communications that differentiate premium California Avocados from avocados of other origins and share “why California Avocado” messages</p> <ul style="list-style-type: none"> • Determine themes and activations with individual LWBAs that connect the California Avocado brand and product and build editorial calendar • Ensure LWBAs and content champions diversity, equity and inclusion, including the younger age range of CAC targeted consumers • Outline LWBA scopes of work • Coordinate contents and delivery of welcome kits • Update LWBA California Avocado Product Immersion and Corporate Overview Deck including strategic consumer messaging • Schedule and conduct California Avocado Product Immersion & Corporate Overview Session • Procure concepts for 3 new recipes that align with lifestyle trends and activities and focus on California Avocados • Oversee activations of 3 LWBAs • Coordinate production of new assets for California Avocado website and third-party channels • Coordinate production of new assets for third-party channels 	11/1/22	8/31/23	\$91,880 \$78,430	<ul style="list-style-type: none"> • 3 scopes of work for LWBA letters of agreement by 11/1/22 • Editorial calendar by 11/1/22 • LWBA California Avocado Product Immersion and Corporate Overview Deck by 11/18/22 • Recipe concepts from 3 LWBAs by 12/2/22 • LWBA California Avocado Product Immersion & Corporate Overview Session by 12/9/22 • 3 LWBA welcome kits • 3 recipes with photos/nutrition by 3/1/23 • 13 (9) core activations to include: <ul style="list-style-type: none"> ○ 1 CAC Website Article ○ 1 CAC Website Reci-article ○ 1 Instagram Reel for CAC channel ○ 3 IG Reels for LWBA channels ○ 2 IG Feed Posts for LWBA channels ○ 1 TikTok for LWBA channel ○ 1 article for LWBA Website ○ 2 (1) articles for LWBA Newsletters ○ 1 video for LWBA YouTube channel • Positive California Avocado coverage with at least 600,000 (200,000) consumer impressions • Post-activation reporting within one month of completion

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<ul style="list-style-type: none"> Facilitate cross-promotion on CAC social platforms and encourage sharing on third-party platforms Present LWBA opportunities to CAC for consideration, including those that allow CAC to organically join hyper-relevant cultural moments) 				
CONSUMER/TRADE LIVING WELL: LIVING WELL BRAND ADVOCATES (PJ/PR) SUBTOTAL:			\$91,880 <b style="color: red;">\$78,430	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer/Trade Living Well	ACTIVITIES: Program Administration, Tracking, Reporting and Strategic Planning	AGENCY: PJ/PR
--	---	----------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Program Administration, Tracking, Reporting and Strategic Planning <ul style="list-style-type: none"> Provide planning, support, consultation and administration of the program Contribute to CAC grower and handler communications, GreenSheet and From the Grove Attend meetings, as directed by CAC Contribute to the 2023-24 CAC Planning process as determined by CAC Perform research on consumer and industry trends that will help inform future programs Provide input on business plan elements, along with program development and integration for 2023-24 	11/1/22	10/31/23	\$10,000	<ul style="list-style-type: none"> Content for Board and Marketing Committee presentations and Dashboard updates as directed by CAC Content for CAC trade media, as requested Outlines and images for 1 GreenSheet article Contribution to 1 From the Grove article Reconciled budget and monthly reporting and invoicing Attendance at Board, Marketing Committee, and annual meeting, as directed by CAC <ul style="list-style-type: none"> Detailed plan and budget
CONSUMER/TRADE LIVING WELL: LIVING WELL BRAND ADVOCATES (PJ/PR) SUBTOTAL:			\$10,000	

TOTAL CONSUMER/TRADE LIVING WELL BUDGET: \$101,880 \$88,430



TRADE MARKETING – RETAIL

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Trade Communications and Relations – Advertising and Support; Trade Relations; Trade Press Events; Trade Association Dues and Sponsorships; and International Fresh Produce Association; Retail Communications; Key Account Coverage – Retail Marketing Directors; Retail Program Support; Retail Promotions; Retail Data Monitoring and Reporting; Retail Research and Analysis; Marketing Grower Communications; Marketing Administration
--	--

PRIORITY 1: Position California Avocados to be the world’s most-valued and desired avocados *

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

OBJECTIVES:

1. Increase California Avocado perceived value, preference and loyalty with our targets
2. Retain or increase the high awareness of the California avocado growing region among targeted consumers
3. Aspire to an average price per pound of \$1.50 or greater

Distribution and Targeting

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

Communication

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

- K. Maintain year-round California Avocado awareness messaging
- L. To the trade, communicate the business benefits of carrying and promoting California Avocados in season
- M. Inform California Avocado stakeholders and constituents about Marketing program activities and results

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Trade Communications and Relations – Advertising and Support	AGENCY: Fusion
--	---	-----------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Trade Advertising Media Purchases Develop and manage California Avocado retail trade advertising media plan:</p> <ul style="list-style-type: none"> Primary focus on digital ads with some limited print support Create a media plan/calendar that focuses on early season start and shorter flight of media buys Develop season launch introductory print ad Target retail management and produce buyers through trade media outlets 	11/1/22	10/31/23	<p>\$222,000 \$122,000</p>	<ul style="list-style-type: none"> Campaign media plan/calendar by 1/23/23 One pre-season introductory ad to run by 3/31/23 or earlier depending on the season start Management of media plan execution, insertion orders, ad placement in key positions with approved publications All billings and payments handled and processed in a timely manner and in accordance with CAC policy <p style="color: red; margin-top: 10px;"><i>Reductions to Trade Advertising to reach \$122,000 level:</i></p> <ul style="list-style-type: none"> <i>Fewer publications advertised in</i> <i>Reduced frequency of advertising in media plan</i> <i>Loss of priority positioning for 2023-24 media plan for publications and months not running in the 2022-23 media plan</i> <i>Fewer value-added “free” ads; the 2022-23 media plan would be an estimated \$27,000 budget for print and \$95,000 budget for digital</i>
<p>Retail Trade Advertising Production Develop retail trade advertising campaign</p> <ul style="list-style-type: none"> Design unique attention-grabbing Snack magazine ad layout at launch of season California Avocado product key messaging and brand identification Refresh digital ads to match print ad design keeping “the best avocados have California in them” tagline / utilize QR code in print that directs to California Avocado information 	11/1/22	10/31/23	\$28,000	<ul style="list-style-type: none"> Creative brief by 11/21/22 2-page spread pre-season print ad in The Snack magazine with unique attention-grabbing feature 1 full-page print ad <ul style="list-style-type: none"> Resized ad for print publications 1 digital leaderboard ad <ul style="list-style-type: none"> Resized for digital ad responsiveness on various platforms Digital ads and content for multiple online publications – per approved media plan

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Trade Communications and Relations – Advertising and Support (cont.)	AGENCY: Fusion
--	---	-----------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>LinkedIn: Content Development, Management and Maintenance Build, monitor and manage LinkedIn content - includes sponsored posts and updates to the CAC page throughout the year</p> <ul style="list-style-type: none"> • Target key trade channels: retail, retail dietitians and foodservice • Increase sponsored content aimed at targeted audiences • Feature the business-building opportunities, season highlights (beginning, mid-season and end of season wrap-up), key messaging including consumer and foodservice activities and quality of California Avocados • Establish and utilize relevant planned and unplanned communication opportunities • Track and measure KPIs, including impressions 	11/1/22	10/31/23	\$88,000	<ul style="list-style-type: none"> • Project brief by 12/9/22 • Content calendar and recommendations delivered quarterly with first calendar delivered by 1/22/23 • 15 original custom graphics • 10 animated graphics • 5 motion graphics • 20 or more in-season sponsored posts • Minimum 300,000 impressions • Minimum 3.0% average engagement rate • Ongoing tracking, reporting and end-of-year performance report
TRADE MARKETING - RETAIL: TRADE COMMUNICATIONS AND RELATIONS – ADVERTISING AND SUPPORT (FUSION) SUBTOTAL:			\$338,000 \$238,000	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Trade Relations	AGENCY: Rockwell Morrow
--	------------------------------------	--------------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Trade Communications <ul style="list-style-type: none"> • Write and distribute trade press releases and announcements • Respond to media requests • Include trade communication creating anticipation for the season as well as messaging that infers superiority and differentiations California Avocados from avocados of other origins • Include communication of California Avocado Commission 45th anniversary 	11/1/22	10/31/23	\$27,700	<ul style="list-style-type: none"> • 7 press releases or announcements and support for interviews resulting in inclusion in a minimum of 170 (150) positive articles in key trade publications with at least 20 (15) of those in print • Timely response to media requests
Trade Events <ul style="list-style-type: none"> • Organize trade media influencer participation in CAC's foodservice AvoGrove Open House and California Avocado Month chef partnership program, as possible • Support CAC's IFPA Global Produce and Floral Show activities, communicating California Avocado differentiation and premium quality 	11/1/22	10/31/23		<ul style="list-style-type: none"> • Trade media travel arrangements on time and within approved budget • IFPA Global Produce and Floral show strategy review, messaging, evaluation, team conferences and booth team work as requested
Trade Relations Reporting <ul style="list-style-type: none"> • Track trade public relations pick up using Cision tool and select manual tracking • Collect trade PR images for reports and grower communications 	11/1/22	10/31/23		<ul style="list-style-type: none"> • Dashboard update contributions and Board and committee presentations as requested • Quarterly trade PR reports
TRADE MARKETING - RETAIL: TRADE RELATIONS (ROCKWELL MORROW) SUBTOTAL:			\$27,700	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Trade Relations – Trade Press Events; Trade Association Dues and Sponsorships; and International Fresh Produce Association	AGENCY: Retail Program Support
--	---	---------------------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Trade Press Events</p> <ul style="list-style-type: none"> Secure trade media participation in California Avocado Month chef partnership event (pending local availability) Host trade media influencers for CAC’s foodservice AvoGrove open house event, as possible 	1/15/22	6/30/22	\$5,000 \$0	Trade media participation and logistics arranged per approved project brief
<p>Trade Associations</p> <p>Continue membership in national and regional trade associations that provide access to targeted retailers and provide opportunities for trade communications regarding the benefits of carrying and promoting California Avocados in season</p>	1/1/23	10/31/23	\$12,780	Payment of dues to Fresh Produce & Floral Council and the International Fresh Produce Association
<p>Trade Events</p> <ul style="list-style-type: none"> Sponsor events with high-retail participation from CAC’s targeted accounts Focus on key regional trade events leading up to and during the season, communicating messaging that differentiates California Avocados from avocados of other origins Promote exclusive seasonal availability and stimulate readiness for the California Avocado season Network with targeted retailers and convey the business benefits of carrying and promoting California Avocados in season 	11/1/22	10/31/23	\$5,750	<ul style="list-style-type: none"> Targeted events sponsorship and attendance at FPFC NorCal and SoCal Luncheons and Expo, along with other opportunities as needed Presentations with images and campaign graphics that communicate crop information and appropriate key California Avocado messaging for the event/timing

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Trade Relations – Trade Press Events; Trade Association Dues and Sponsorships; and International Fresh Produce Association (cont.)	AGENCY: Retail Program Support
--	---	---------------------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>International Fresh Produce Association</p> <ul style="list-style-type: none"> Exhibit at and participate in the IFPA annual Global Produce & Floral Show in Anaheim, CA Connect with key retail audience and communicate California Avocado key messages to target audiences Connect and hold meeting with key retailers, trade media, avocado industry stakeholders and the produce industry Sponsor retailer attendee bag sponsorship Rent booth and execute booth program Manage CAC housing block Manage booth team, board, handler ad other registrations Manage CAC's participate in the IFPA Global Produce & Floral Show 	3/1/23	10/31/23	<p>\$157,000 \$121,450</p>	<ul style="list-style-type: none"> Exhibitor registration and booth space reservation for IFPA Global Produce & Floral Show, October 19-21, 2023 in Anaheim, California by 11/30/22 Sponsorship renewal of the show Retailer Attendee Bag featuring CAC's California Avocados logo and distributed to approximately 2,500 retailer attendees at convention by 12/30/22 CAC IFPA strategic plan with management approval by 6/15/23 20'x30' booth rental for use at show and preview fully set up booth by 10/2/23 Participation in the IFPA show Pay exhibitor deposit for the 2024 IFPA Global Produce & Floral Show by 10/31/23 <p style="color: red; margin-top: 10px;"><i>Reductions to achieve \$121,450 budget:</i></p> <ul style="list-style-type: none"> <i>Smaller (20'x20') booth space</i> <ul style="list-style-type: none"> <i>Reduced space for grower/industry meetings in booth</i> <i>results in fewer booth badges and "expo only" passes for CAC team, Board and industry use</i> <i>No new booth graphics, no retailer promotion, no premiums, no new attire for booth team</i> <i>No third-party cleaning of rental booth, CAC staff responsible</i>
TRADE MARKETING - RETAIL: TRADE RELATIONS: TRADE PRESS EVENTS, DUES, SPONSORSHIPS AND GLOBAL PRODUCE & FLORAL SHOW (RETAIL PROGRAM SUPPORT) SUBTOTAL:			<p>\$157,000 \$121,450</p>	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Trade Relations – Retail Communications	AGENCY: PJ/PR
--	--	----------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
California Avocado Retail Resources Create a customizable California Avocado-branded presentation highlighting the benefits and resources available to retailers committed to displaying and promoting California Avocados throughout the season	11/1/22	2/28/23	\$8,000	Outline, copy and images for up to 4 pages of a CAC co-designed customizable template presentation by 2/15/23
Key Account Marketing Communications In collaboration with retailer marketing/social media, CAC Retail Marketing Directors and staff, plan, develop and implement customized programs with retailers that commit to displaying and promoting California Avocados <ul style="list-style-type: none"> • Secure, schedule and lead meetings with retail marketing/social media teams and CAC • Present California Avocado Retail Resources program • Develop custom social and traditional marketing programs with advertising campaign elements and/or brand identification that support RMDs' promotions • Support targeted retailer initiatives with California Avocado branded assets • Develop and provide customized social media posts for retailers' platforms • Submit supplemental elements to RMDs for inclusion in their promotion agreements • Coordinate and manage day-to-day operations of program 	12/1/22	9/8/23	\$125,500 <b style="color: red;">\$118,500	<ul style="list-style-type: none"> • Marketing/social media promotion plans with up to 12 (11) key accounts by 6/30/23 • Up to 15 (13) social copy recommendations for retailer-owned social channels by 8/31/23 • Up to 24 (22) activations by 8/31/23 • Results report upon completion of individual retailer activations
TRADE MARKETING - RETAIL: TRADE RELATIONS – RETAIL COMMUNICATIONS (PJ/PR) SUBTOTAL:			\$133,500 <b style="color: red;">\$126,500	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Trade Relations – Retail Communications – Program Administration, Tracking, Reporting and Strategic Planning	AGENCY: PJ/PR
--	---	----------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Program Administration, Tracking, Reporting and Strategic Planning <ul style="list-style-type: none"> • Provide planning, support, consultation and administration of the program • Contribute to CAC grower and handler communications, GreenSheet and From the Grove • Attend meetings, as directed by CAC • Develop/present program updates at Board, Marketing Committee and handler meetings • Contribute to the 2023-24 planning process as determined by CAC <ul style="list-style-type: none"> ○ Perform research on consumer and industry trends that will help inform future programs ○ Provide input on business plan elements along with program development and integration for 2023-24 	11/1/22	10/31/23	\$22,000	<ul style="list-style-type: none"> • Content for Board, Marketing Committee, grower or handler presentations, and Dashboard updates as directed by CAC • Content for CAC trade media, as requested • Outlines and images for 2 GreenSheet articles • Outline and images for 1 From The Grove article • Reconciled budget and monthly reporting and invoicing
TRADE MARKETING - RETAIL: TRADE RELATIONS – RETAIL COMMUNICATIONS: PROGRAM ADMINISTRATION, TRACKING, REPORTING AND STRATEGIC PLANNING (PJ/PR) SUBTOTAL:			\$22,000	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Trade Relations: Key Account Coverage – Retail Marketing Directors	AGENCY: Retail Program Support
--	---	---------------------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Contracted Key Account support in the West</p> <ul style="list-style-type: none"> Conduct meetings with CAC’s tiered-account retailers who are willing to pay a premium for California Avocados in California, Arizona, Oregon, Washington, Colorado and Utah, communicating the business benefits of carrying and promoting California Avocados in season Set up promotions with targeted retailers 	11/1/22	10/31/23	\$144,000	<ul style="list-style-type: none"> Customer meetings and calls that create anticipation and readiness for fresh California Avocado season and communicate their superiority and premium quality Customized marketing opportunities and promotions with retailers who are demonstrating a willingness to pay a premium for California Avocados Promotions that incentivize targeted accounts to feature California Avocados and encourage targeted consumers (including the younger age range) to seek out and purchase them in season Prominent California Avocado branding in retail advertising, communications, online promotions, retail digital advertising, social media, merchandising/point-of-purchase and other retailer touchpoints using elements from the California Avocado advertising campaign
<p>Contracted Key Account support for Corporate and the Midwest Territory</p> <ul style="list-style-type: none"> Conduct meetings with CAC’s Corporate and Midwest tiered-account retailers who are willing to pay a premium for California Avocados communicating the business benefits of carrying and promoting California Avocados in season Set up promotions with targeted retailers 	11/1/22	10/31/23	\$85,000	<ul style="list-style-type: none"> Retail call reports summarizing meetings with targeted retailers within 5 days of the meeting Meetings with handlers confirming promotions and timing with key accounts prior to sending promotion agreements Signed Promotion Agreements securing handler and retailer commitments for CAC promotions featuring customized California Avocado marketing support at least 3 weeks before promotion

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Trade Relations: Key Account Coverage – Retail Marketing Directors (cont.)	AGENCY: Retail Program Support
--	---	---------------------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Planning and Reporting <ul style="list-style-type: none"> Provide input on business plan elements, along with program development and integration for 2023-24 Report on retail activities and results 	11/1/22	10/31/23	N/A	<ul style="list-style-type: none"> Retail trends/needs as requested by CAC Input on draft objectives, strategies and performance measures Program activities and results for Board and Marketing Committee meeting presentations Dashboard updates, as directed by CAC Contributions to GreenSheet and From the Grove
TRADE MARKETING - RETAIL: KEY ACCOUNT COVERAGE (MERCHANDISING PROGRAM SUPPORT) SUBTOTAL:			\$229,000	

TOTAL TRADE MARKETING RETAIL - TRADE RELATIONS BUDGET: \$930,730 \$783,180

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Retail Program Support	AGENCY: Rockwell Morrow
--	---	--------------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Marketing Material Development and Review <ul style="list-style-type: none"> • Write and edit marketing material ensuring that developed materials support California Avocado objectives, strategies and brand positioning • Review retail and consumer program communications, ensuring messaging that differentiates California Avocados from avocados of other origins • Support photo shoots, video shoots and events as requested, including spring grower photo/video shoot • Using research tool, provide CAC with surveyed grower information • Assist with retail assets and programs as requested 	12/1/22	10/31/23	\$39,500	<ul style="list-style-type: none"> • Retail Marketing Program content contribution within two weeks from request and data availability • Timely response and delivery for ongoing requests • Grower photo/video shoot coordination per approved project brief • Surveyed grower information, as requested
Recipe Development and Support <ul style="list-style-type: none"> • Develop, review, edit and evaluate recipe concepts and copy • Support recipe testing as requested • Ensure that developed recipe support California Avocado strategic direction 	11/1/22	10/31/22	\$3,000	<ul style="list-style-type: none"> • 10 new recipes appropriate for retail by 1/31/23 • Timely recipe, review, editing, testing and/or judging of California Avocado recipes as requested
TRADE MARKETING - RETAIL: RETAIL PROGRAM SUPPORT (ROCKWELL MORROW) SUBTOTAL:			\$42,500	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Retail Promotions	AGENCY: Retail Program Support
--	--------------------------------------	---------------------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Recipe Development <ul style="list-style-type: none"> Source, modify or develop recipes and recipe photos that support retail initiatives Process nutrition analysis and update old recipes as needed for retail programs 	11/1/22	10/31/23	\$2,500	<ul style="list-style-type: none"> Recipes nutrition analysis purchase Recipe nutrition data reports delivery to CAC from 11/30/22 through 10/31/23 Recipe editing with nutrition data and nutrition highlights for retailer use and posting on CAC's website as needed from 11/30/22 through 10/31/23 Timely response and delivery of CAC recipes to retailers Photography of 1-2 selected and/or new recipes by 10/31/23 as needed
Photo Shoots Source, modify or develop recipe photos that support and encourage in-season California Avocado retail initiatives	11/1/22	10/31/23	\$26,500	<ul style="list-style-type: none"> Timely response and delivery of CAC assets to retailers 1 full-day studio shoot of 7 recipes Up to 7 non-studio recipe photos Additional recipe development and photos pending grower and other contributor assets
Grower Photography/Videography <ul style="list-style-type: none"> Identify and recruit diverse growers whose activities support sustainability communication and reinforce brand messages Conduct photography/videography on location and edit assets 	2/1/23	5/31/23	\$10,000 \$7,000	Photos and video assets of 7-8 (4-5) California Avocado growers in spring, in groves with fruit on trees by 5/31/23

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Retail Promotions (cont.)	AGENCY: Retail Program Support
--	--	---------------------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Retail Performance Programs</p> <ul style="list-style-type: none"> • Conduct account-specific, California-branded performance programs with targeted/tiered-account retailers who demonstrate a willingness to pay a premium for California Avocados, including programs in support of Fresh California Avocados' exclusive seasonal availability • Coordinate timing with handlers and retailers, insuring fruit availability for promotions • Develop programs that encourage retailers' consumers to seek out and purchase California Avocados in season • Use elements of the California Avocado advertising campaign when possible 	11/1/22	10/31/23	\$500,000 \$435,000	<ul style="list-style-type: none"> • Minimum 50 (40) promotions featuring California Avocados with targeted retailers with prominent California branding • Promotion Agreements signed by handlers, retailers and CAC • Production of retail materials including the 2022-23 California Avocado Marketing Program for presentation to key retailers by 1/15/23 <p style="color: red;"><i>Reductions to Retail Promotions to reach \$435,000 level:</i></p> <ul style="list-style-type: none"> • <i>Eliminate planned early season promotions (e.g., Big Game)</i> • <i>Even more compressed season for retail promotions</i> • <i>Only target Tier 1 and Tier 2 accounts who are willing to increase California Avocado support</i>
<p>Retail Brand Awareness Programs</p> <ul style="list-style-type: none"> • Utilize retail chain digital and online platforms that create awareness and anticipation of the California Avocado season • Develop in-store, point-of-sale promotions that increase visibility of the California Avocados brand 	11/1/22	10/31/23	\$150,000 \$75,000	<ul style="list-style-type: none"> • 1-2 (1) large volume retail Tier 1 digital and online platform programs • Minimum 5 (3) retailer point-of-sale promotions
<p>Retailer Social Media Advertising Support</p> <p>Support retailers with California Avocado advertising initiatives (media dollars) on their social media platforms</p>	11/1/22	10/31/23	\$15,000 \$10,000	Up to 15 (10) advertising campaigns (launches) on retail social media partner platforms

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing – Retail	ACTIVITIES: Retail Promotions (cont.)	AGENCY: Retail Program Support
--	--	---------------------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Export Program <ul style="list-style-type: none"> • Working with in-market representation company, identify retailer(s) and distributor(s) in export market(s) meeting CAC’s Tiered-Account profile • Working with handlers, create high-value marketing programs for the California Avocados exported to South Korea and China 	11/1/22	8/31/23	\$70,000 \$60,000	<ul style="list-style-type: none"> • Export promotions and marketing opportunities featuring California Avocados with prominent California branding at targeted retailers and distributors to begin by 4/1/23 • Point-of-sale support for targeted retail accounts in specified export markets for promotions • California Avocados funded for use in activities to support export programs
Support Materials and Fulfillment <ul style="list-style-type: none"> • Manage production and use of premiums with prominent California Avocado brand identification (including those from the California Avocado Merchandise Shop) for promotions and events • Develop POS with prominent California Avocado brand identification (as needed) • Manage storage and fulfillment of California Avocado marketing materials 	11/1/22	10/31/23	\$47,000 \$44,000	<ul style="list-style-type: none"> • Materials that clearly brand California Avocados for avocado displays at point-of-purchase and integrate elements of the California Avocado advertising campaign • Items produced with California Avocado brand identification and/or ad campaign graphics for use at targeted produce industry events and for retail promotions • Fulfillment of retailer, handler, grower and consumer requests for California Avocado marketing materials
TRADE MARKETING - RETAIL: RETAIL PROMOTIONS (MERCHANDISING PROGRAM SUPPORT) SUBTOTAL:			\$821,000 \$660,000	

2022-23 MERCHANDISING RETAIL PROMOTIONS SUBTOTAL: \$863,500 \$702,500
--

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Retail Data Monitoring and Reporting	AGENCY: Information Resources, Inc.
--	---	--

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Retail Point-of-Sale Data Supply retail-specific sales data in accordance with agreement	11/1/22	10/31/23	\$70,000	<ul style="list-style-type: none"> 13 deliveries of data by 10/31/23 Includes regions, markets and select retail chains
TRADE MARKETING - RETAIL: RETAIL DATA MONITORING AND REPORTING (INFORMATION RESOURCES, INC.) SUBTOTAL:			\$70,000	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Retail Data Monitoring and Reporting	AGENCY: Fusion
--	---	-----------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Data Analysis, Research and Ad Hoc Reporting <ul style="list-style-type: none"> • Provide fact-based insights (data nuggets) on retail sales trends and shopper purchase behaviors • Aid in communicating the business benefits and opportunities of carrying and promoting California Avocados at retail • Develop shopper research on the purchase behaviors driving bagged avocado sales in and outside the California region 	11/1/22	10/31/23	\$73,500 \$63,500	<ul style="list-style-type: none"> • Data, research, reports, consultation/support as requested <ul style="list-style-type: none"> ○ Includes data support for motion graphics • Analyze data, create bagged and organic data nuggets, and produce up to 2 sell sheets detailing: <ul style="list-style-type: none"> ○ California Avocado start-of-season ○ IFPA data information ○ Includes cost of Information Resources, Inc. panel data • Up to 3 GreenSheet and/or From the Grove outlines as requested • Content and presentations for Board and Marketing Committee updates • Shopper research analyzing purchase behaviors for bagged vs. bulk avocados and their impact on retail sales in and outside the California region
Retail Monitoring Reports Support staff/RMDs/retailers and CAC trade communications with retail-specific reports that detail retailer sales performance and trends	11/1/22	10/31/23	\$33,000	<ul style="list-style-type: none"> • 13 Retailer Reports • 1 AvoScore card at start of California Season incorporating all tracked retailers • Board Meeting Dashboard updates • Monitor and validate data deliveries • Maintain database • Prepare for and implement database restatement from IRI
TRADE MARKETING - RETAIL: RETAIL DATA MONITORING AND REPORTING (FUSION) SUBTOTAL:			\$106,500 \$96,500	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Retail Research and Analysis	AGENCY: Fusion
--	---	-----------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Tiered-Account Planning, Consultation, Reporting and Support Deliver program monitoring and season-end metrics, report, consultation and support <ul style="list-style-type: none"> Work with CAC staff/RMDs and incorporate learnings from 2021-22 marketing program Collect program data (marketing spend, shipments, retail sales and promotional activities, etc.) Analyze and report on supply market trends and tiered-account year-end results Produce data-driven retail and supply trends and information 	11/1/22	10/31/23	\$56,000	<ul style="list-style-type: none"> 2023 California Season program results presentation (Date is TBD based on season-end and data availability) <ul style="list-style-type: none"> Includes supply metrics, brand shares, FOB and retailer pricing, compound growth rates, retailer category performance, alignment of product, sales and marketing tactics and opportunities Ongoing program monitoring, consultation and support
TRADE MARKETING - RETAIL: RETAIL RESEARCH AND ANALYSIS (FUSION) SUBTOTAL:			\$56,000	

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Planning and Program Administration	AGENCY: Fusion
--	--	-----------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Consultation, Annual Planning and Program Administration <ul style="list-style-type: none"> Provide planning, support, consultation and administration of programs Incorporate considerations of diversity, equity and inclusion when developing programs, sourcing vendors and in appropriate communications 	11/1/22	10/31/23	\$53,500	<ul style="list-style-type: none"> Annual planning, management and administration of programs, projects, budgets, inter-agency activities, meetings, and archiving of materials, reports and data Information Resources, Inc. data specifications, data agreements negotiated, communications and management Report on diversity, equity and inclusion by 10/31/23 IFPA attendance as requested by CAC
TRADE MARKETING - RETAIL: PLANNING AND PROGRAM ADMINISTRATION (FUSION) SUBTOTAL:			\$53,500	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Data, Research and Analysis	AGENCY: Avocado Marketing Services, Inc.
--	--	---

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Avocado Marketing Research Information Center Provide AMRIC data as well as market and industry updates and projections	11/1/22	10/31/23	\$2,700	Delivery of weekly reports: <ul style="list-style-type: none"> Market Trends Reports AMRIC Data Report Market's Analysis Report
TRADE MARKETING - RETAIL: DATA, RESEARCH AND ANALYSIS (AVOCADO MARKETING SERVICES, INC.) SUBTOTAL:			\$2,700	

2022-23 DATA, RESEARCH AND ANALYSIS SUBTOTAL: \$288,700 \$278,700

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Marketing Administration – Grower Communications	AGENCY: GingerRoot
--	---	---------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Communicate the California Avocado Marketing programs that are relevant to the California Avocado grower community	11/1/22	10/31/23	\$11,000	<ul style="list-style-type: none"> Marketing copy for 24 GreenSheet editions Copy and editing of marketing articles for 4 From the Grove editions as requested
TRADE MARKETING - RETAIL: MARKETING ADMINISTRATION – GROWER COMMUNICATIONS (GINGERROOT) SUBTOTAL:			\$11,000	

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Marketing Administration	AGENCY: Marketing Program Support
--	---	--

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Communicate California Avocado key messages that differentiate California Avocados from avocados of other origins, their superiority and premium quality and the business benefits of carrying and promoting in season through staff support and attendance at key national and regional and trade events	11/1/22	10/31/23	\$27,500 \$20,000	Travel to and/or participation in various trade and industry events
<ul style="list-style-type: none"> Support merchandising programs Naturally incorporate considerations of diversity, equity and inclusion when developing programs, sourcing vendors and in appropriate communications 	11/1/22	10/31/23	\$35,000 \$30,000	<ul style="list-style-type: none"> Shipping supplies, shipping costs, office equipment, meeting expenses, etc. Report on diversity, equity and inclusion by 10/31/22
TRADE MARKETING - RETAIL: MARKETING ADMINISTRATION (MARKETING PROGRAM SUPPORT) SUBTOTAL:			\$62,500 \$50,000	

2022-23 MARKETING ADMINISTRATION SUBTOTAL: \$73,500 \$61,000
--

2022-23 TRADE MARKETING - RETAIL TOTAL BUDGET: \$2,156,430 \$1,825,380
--



TRADE MARKETING: FOODSERVICE

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Media and Ad/Enewsletter Production; Public Relations; Events; Events – Culinary Support; Chain Promotions and Menu Ideation; Menu Ideation – Culinary Support; Culinary Education; Program Administration	AGENCY: Kurata Communications
---	---	--------------------------------------

PRIORITY 1: Position California Avocados to be the world’s most-valued and desired avocados *
 *(for consumers, retailers, foodservice operators, wholesalers, growers)

OBJECTIVES:

1. Increase California Avocado perceived value, preference and loyalty with our targets
2. Retain or increase the high awareness of the California avocado growing region among targeted consumers
3. Aspire to an average price per pound of \$1.50 or greater

STRATEGIES:

Distribution and Targeting

- A. Motivate and support targeted retailers and foodservice operators who are demonstrating a willingness to pay a premium for California Avocados, solidify handler supply commitment and encourage targeted consumers to seek out and purchase in-season California Avocados
- B. Build high-value distribution and marketing opportunities for California Avocados, including export
- C. Create anticipation and demand for the California Avocado season among targeted trade, diverse influencers and consumers

Communication

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

- K. Maintain year-round California Avocado awareness messaging
- L. To the trade, communicate the business benefits of carrying and promoting California Avocados in season
- M. Inform California Avocado stakeholders and constituents about Marketing program activities and results

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Media and Ad/Enewsletter Production	AGENCY: Kurata Communications
---	--	--------------------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Media <ul style="list-style-type: none"> Develop and execute a targeted California Avocado-branded print and digital media campaign focusing on the California Avocado season Utilize digital ad placements pre-season building anticipation for upcoming season Leverage publications' subscription base and send custom content electronic newsletters 	11/1/22	10/31/23	\$73,800 \$57,900	<ul style="list-style-type: none"> Media plan by 11/15/22 for 8 (6) print and 5 digital insertions for 648,000 (589,000) impressions Off-season placement of 4-6 digital ads 2 custom content newsletters during the season <p style="color: red; margin-left: 20px;"><i>Will drop Flavor & The Menu 2 ad insertions from media buy</i></p>
Ad Production <ul style="list-style-type: none"> Create digital ads/slide shows with California Avocado-branded assets, emphasizing the competitive advantage of California avocados and supporting the benefits of seasonal availability and emphasizing California cuisine and style Update print ad files incorporating 2021-22 creative tag/illustration Promote California Avocado differences and inspire call-to-action for promotions and menu ideation sessions Develop with publishers custom content newsletters that reinforce the California Avocado advantage and differences 	11/1/22	7/30/23	\$25,000	<ul style="list-style-type: none"> 4 new digital images and copy text by 1/14/23 1 slide show with 5 different recipe images and text by 7/30/23 1 new banner ad by 1/14/23 2 custom content newsletters by 7/30/23
TRADE MARKETING - FOODSERVICE: MEDIA AND AD/NEWSLETTER PRODUCTION (KURATA COMMUNICATIONS) SUBTOTAL:			\$98,800 \$82,900	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Public Relations	AGENCY: Kurata Communications
---	-------------------------------------	--------------------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Public Relations <ul style="list-style-type: none"> Research chef recipe leads and request California Avocado recipes for use in foodservice program Electronically distribute California Avocado-branded product release(s) promoting the California Avocado 2023 season, communicating Fresh California Avocados' unique terroir and emphasizing California cuisine and style 	11/1/22	10/31/23	\$37,500 \$39,800	<ul style="list-style-type: none"> Monthly follow-up and pitches of operators showcasing California avocados on the menu to editors on upcoming stories 1-2 product releases during California Avocado season and monthly editorial pitches resulting in 45 placements, 4.2 million impressions and a comparable ad value of \$130,000 6-8 new recipes/photos by 8/31/23 <p><i>With removal of Flavor & The Menu from media buy, will put more effort in PR for increased presence</i></p>
International Foodservice Editorial Council NRA Reception & Annual Conference <ul style="list-style-type: none"> Participate in IFEC's annual Conference (11/7-11/9/22) in Santa Barbara, CA Coordinate inclusion of California Avocado grove in the IFEC conference Food Tour Pitch editors with messaging that differentiates from competitors and promotes California Avocado superiority and premium quality Sponsor and attend IFEC's National Restaurant Association reception in Chicago, IL (5/22/23) 	11/1/22	5/31/23	\$22,000	<u>IFEC Annual Conference</u> <ul style="list-style-type: none"> Reception for 15-20 editors Office hours during event with 8-10 editors California Avocado grove tour in one of the Food Tour options during IFEC conference IFEC event summary for Annual Conference with confirmation of editors met and pitch grid indicating assets of interest by editors by 12/31/22 <p><u>IFEC NRA Reception</u></p> <ul style="list-style-type: none"> California Avocado-centric dish served during the reception IFEC summary included with the National Restaurant Association Marketing Executive Group event summary by 5/31/23
Social Media Posts Create Instagram Reels from inventory of foodservice social media videos and re-post for Throw Back Thursday during California Avocado season	11/1/22	6/30/23	\$400	<ul style="list-style-type: none"> Re-post of 3 popular foodservice videos from 2021-22 for TBT on Chef Jason Hernandez's social media channels by 6/30/23 Text and hashtags for 6 IG Reels by 2/15/23
TRADE MARKETING - FOODSERVICE: PUBLIC RELATIONS (KURATA COMMUNICATIONS) SUBTOTAL:			\$59,900 \$62,200	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Public Relations – Culinary Support	AGENCY: Kurata Communications
---	--	--------------------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Social Media Posts <ul style="list-style-type: none"> Re-post under Throw Back Thursday-themed videos Create Instagram Reels from foodservice social media videos for posting during California Avocado season 	11/1/22	6/30/23	\$3,600	<ul style="list-style-type: none"> Re-post of 3 popular foodservice videos from 2021-22 for TBT on Chef Jason Hernandez’s social media channels by 6/30/23 6 IG Reels by 2/15/23
TRADE MARKETING - FOODSERVICE: PUBLIC RELATIONS – CULINARY SUPPORT (KURATA COMMUNICATIONS) SUBTOTAL:			\$3,600	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Events	AGENCY: Kurata Communications
---	---------------------------	--------------------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Events Educate operators of the benefits of California avocados when creating California-style dishes, sponsor meals and dishes to demonstrate the ease of application	11/1/22	10/31/23	\$230,200	<ul style="list-style-type: none"> 10 Event briefs by 12/31/22 Engagement with 300 contacts including 75 new contacts from Kinetic12 Emerging Chains, FoodOvation, California Restaurant Association Regional Meetings, Food News Media's Meet-Up, Marketing Executive Group, Summit NRA Luncheon, West Coast Culinary, IFPA Foodservice Conference, Flavor Experience 12-15 menu concepts for sampling
AvoGrove Open House <ul style="list-style-type: none"> Educate attendees on the farm-to-table journey of California Avocados, reinforce "the best avocados have California in them" marketing message and position CAC as a primary resource for avocado information Extend invitations to marketing, culinary and purchasing team members of commercial and non-commercial foodservice operations, primarily in the southern California region Craft a "California Avocado Experience" that gives attendees an understanding and appreciation for the differences between California Avocados and imported avocados, as well as processed avocados Invite and offer stipend for key chain partners located in Northern California Secure 1-2 flavor pairing sessions from chain contacts for the culinary team 	11/1/22	7/31/23	\$30,300 \$28,500	<ul style="list-style-type: none"> Event brief by 12/31/22 Participation by and engagement with 12-15 chain contacts including 8 new contacts Educational format for 12-15 key foodservice top-tiered accounts and editors Flavor pairing session with Open House guests Iconic California-style dish concepts from 1-2 local chefs by 5/31/23 for presentation to tour guests Event B-roll and photos Event summary reporting on deliverables by 7/31/23 <p style="color: red; margin-top: 10px;"><i>Decrease the cost per gift bag to Grove attendees</i></p>
TRADE MARKETING - FOODSERVICE: EVENTS			\$260,500	
(KURATA COMMUNICATIONS) SUBTOTAL:			\$258,700	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Events – Culinary Support	AGENCY: Kurata Communications
---	--	--------------------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Events Develop new California Avocado menu applications for sampling and attendance at conferences	11/1/22	9/30/23	\$32,000	<ul style="list-style-type: none"> Engagement with 80 contacts including 25 new contacts from Flavor Experience, FoodOvation 12-15 menu concepts for sampling 15-20 participants in pairing sampling sessions
Avocado Grove Open House <ul style="list-style-type: none"> Craft a “California food experience” that gives attendees understanding and appreciation for the differences between California Avocados and avocados from other origins Lead a California Avocado flavor building learning session with Open House guests Create and serve a California Avocado-centric dishes throughout the day 	11/1/22	6/30/23	\$4,000	<ul style="list-style-type: none"> Engagement with 15-20 chain contacts including 10 new contacts Flavor pairing session with Open House guests Menu plan developed by 3/15/23
FOODSERVICE:				
EVENTS - CULINARY SUPPORT				
(KURATA COMMUNICATIONS) SUBTOTAL:			\$36,000	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Chain Promotions and Menu Ideation	AGENCY: Kurata Communications
---	---	--------------------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Chain Promotions <ul style="list-style-type: none"> Inform and reinforce to chains (through monthly correspondence and one-on-one meetings at events) the preference for California Avocados and reason to promote on menus Secure merchandising support for customized chain programs that build high-value distribution opportunities among foodservice operators willing to pay a premium for California Avocados Coordinate prominent California Avocado brand identification at point-of-purchase and other touchpoints 	11/1/22	10/31/23	\$180,000	<ul style="list-style-type: none"> Promotions with 16-20 restaurant chains branded with “California Avocados” and/or the California Avocados brand logo at point-of-sale and/or website, enewsletters/blogs, social media 4-6 new chain partner promotions 10 returning/continuing partner promotions 10 chains based in California/Western region
Chain Menu Development <ul style="list-style-type: none"> Create customized menu concepts for existing and new top-tier foodservice operators Inform chains of the halo value California Avocados bring to the menu and their operations Focus on menu concepts that leverage California Avocado-style Deliver presentations onsite or virtually 	11/1/22	9/30/23	\$11,000 \$4,600	Menu concepts including 2 (1) onsite presentations for 2-4 (1) top-tier chain accounts with units primarily in the Western region and who currently purchase California Avocados <i>Will drop to one onsite presentation and only support one list of concepts</i>
TRADE MARKETING - FOODSERVICE: CHAIN PROMOTIONS AND MENU IDEATION (KURATA COMMUNICATIONS) SUBTOTAL:			\$191,000 \$184,600	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Chain Menu Ideation – Culinary Support	AGENCY: Kurata Communications
---	---	--------------------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Chain Menu Development <ul style="list-style-type: none"> Create customized menu concepts for existing and new top-tier foodservice operators Focus on concepts that leverage California Avocado-style Deliver presentation onsite or virtually 	11/1/22	9/30/23	\$19,200 \$6,000	20-25 menu concepts for 2-4 (1) top-tier chain accounts currently purchasing California Avocados <i>Will drop to only one onsite demo</i>
TRADE MARKETING - FOODSERVICE: CHAIN MENU IDEATION – CULINARY SUPPORT (KURATA COMMUNICATIONS) SUBTOTAL:			\$19,200 \$6,000	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Culinary Education	AGENCY: Kurata Communications
---	---------------------------------------	--------------------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Culinary Education <ul style="list-style-type: none"> • Monitor Foodservice Culinary Education exams submitted by American Culinary Federation members and disseminate Certificate of Completion • Manage culinary American Culinary Federation accreditation status 	11/1/22	10/31/23	\$2,000	<ul style="list-style-type: none"> • 40 exams reviewed and certificates disseminated • Renewed certification status
TRADE MARKETING - FOODSERVICE: CULINARY EDUCATION (KURATA COMMUNICATIONS) SUBTOTAL:			\$2,000	

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Program Administration	AGENCY: Kurata Communications
---	---	--------------------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Program Administration <ul style="list-style-type: none"> • Manage, supervise and evaluate Foodservice Marketing Program • Contribute outline and information for From the Grove and the GreenSheet articles • Naturally incorporate considerations of diversity, equity and inclusion when developing programs, sourcing vendors and in appropriate communications 	11/1/22	10/31/23	\$54,000	<ul style="list-style-type: none"> • Development and implementation of the 2022-23 CAC Foodservice Marketing Program, including all Dashboard updates, a minimum of 8 GreenSheet outlines and contributions to From the Grove articles as requested • Report on diversity, equity and inclusion by 10/31/23
TRADE MARKETING - FOODSERVICE: PROGRAM ADMINISTRATION (KURATA COMMUNICATIONS) SUBTOTAL:			\$54,000	

TOTAL FOODSERVICE BUDGET: \$725,000 \$690,000



MARKETING ACTIVITIES SUPPORT

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Marketing Activities Support	ACTIVITIES: Buy California Marketing Agreement; Marketing Planning; and Marketing Research	AGENCY: Marketing Program Support
--	---	--

PRIORITY 1: Position California Avocados to be the world's most-valued and desired avocados *

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

OBJECTIVES:

1. Increase California Avocado perceived value, preference and loyalty with our targets
2. Retain or increase the high awareness of the California avocado growing region among targeted consumers
3. Aspire to an average price per pound of \$1.50 or greater

STRATEGIES:

Distribution and Targeting

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

Communication

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Marketing Activities Support	ACTIVITIES: Buy California Marketing Agreement	AGENCY: Marketing Program Support
--	---	--

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<ul style="list-style-type: none"> Participate in the Buy California Marketing Agreement program Support BCMA in CAC's marketing outreach as appropriate 	11/1/22	10/31/23	\$25,000	<ul style="list-style-type: none"> Participation in BCMA Board meetings and strategic planning Timely response and asset contributions as requested
MARKETING ACTIVITIES SUPPORT: BUY CALIFORNIA MARKETING AGREEMENT (MARKETING PROGRAM SUPPORT) SUBTOTAL:			\$25,000	

PROGRAM: Marketing Activities Support	ACTIVITIES: Marketing Planning	AGENCY: CAC
--	---------------------------------------	--------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Coordinate and execute CAC marketing and planning meetings, for this fiscal year and the 2023-24 business plan as needed	11/1/22	10/31/23	\$1,000	CAC staff/agency planning and Marketing Committee meetings and calls
MARKETING ACTIVITIES SUPPORT: MARKETING PLANNING (CAC) SUBTOTAL:			\$1,000	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Marketing Activities Support	ACTIVITIES: Marketing Planning, Strategic Support and Special Projects	AGENCY: Rockwell Morrow
--	---	--------------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Strategic Planning and Research <ul style="list-style-type: none"> • Facilitate strategic planning • Review marketing programs and creative executions <ul style="list-style-type: none"> ○ Analyze for strategic fit and alignment with brand messaging ○ Evaluate for brand and product connection • Naturally incorporate considerations of diversity, equity and inclusion when developing or evaluating programs and materials, sourcing vendors and in appropriate communications 	11/1/22	10/31/23	\$47,875 \$46,375	<ul style="list-style-type: none"> • Timelines, content and reviews for 2023-24 business plan • Prior year key measures delivery by 12/16/22; ongoing plan tracking • Report on diversity, equity and inclusion by 10/31/23 • Ongoing review of materials as requested
Marketing Research Support <ul style="list-style-type: none"> • Manage 2023 California Avocado Tracking Study • Support CAC communications leveraging data from 2022 California Avocado Tracking Study and other sources, including ad-hoc regional information for RMDs • Conduct California Avocado grower outreach soliciting new and updated information 	11/1/22	10/31/23		<ul style="list-style-type: none"> • Tracking study needs analysis by 3/30/23 • Tracking study project proposal by 5/5/23 • Tracking study report by 10/31/23 • Timely response to ongoing research support requests, including grower and other surveys

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Marketing Activities Support	ACTIVITIES: Marketing Planning, Strategic Support and Special Projects (cont.)	AGENCY: Rockwell Morrow
--	---	--------------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Marketing Services <ul style="list-style-type: none"> • Support California Avocado Merchandise Shop activities • Provide Marketing services that support CAC consumer, trade and industry marketing initiatives <ul style="list-style-type: none"> ○ Reinforce California Avocado brand positioning and approved brand messaging ○ Evaluate for brand and product connection 	11/1/22	10/31/23	(cont.)	<ul style="list-style-type: none"> • Quarterly monthly merchandise shop performance reports within 3 days of data availability • Monthly review of PMCI reports and income statement reviews • Ongoing merchandise shop support as requested • Ongoing review of Marketing materials • Ongoing presentation support • Representation for virtual and in-person events
Stakeholder Communications <ul style="list-style-type: none"> • Manage marketing contributions to the GreenSheet and From the Grove including staff/agency liaison, reviews and editing • Attend virtual or in-person Marketing Committee meetings and assist with preparation and minutes 	11/1/22	10/31/23		<ul style="list-style-type: none"> • GreenSheet 2023 editorial calendar by 12/9/22 and updates as needed • Content for at least 24 GreenSheet editions and 4 From the Grove editions acquired • Minimum 6 CAC or partner videos shared with growers • Drafts of Marketing Committee minutes within 24 hours of meetings
MARKETING ACTIVITIES SUPPORT: MARKETING PLANNING, STRATEGIC SUPPORT AND SPECIAL PROJECTS (ROCKWELL MORROW) SUBTOTAL:			\$47,875 \$46,375	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Marketing Activities Support	ACTIVITIES: Marketing Research	AGENCY: Marketing Program Support
--	---------------------------------------	--

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Marketing Research Field market research consumer tracking study (consumer attitudes) through qualified vendor, obtain analysis and recommendations	1/10/23	10/31/22	\$39,000 \$0	<ul style="list-style-type: none"> • Needs analysis by 2/28/23 • Project proposal by 4/30/23 • Research report by 10/31/23 <p><i>California Avocado Tracking Study eliminated in lower-level budget. This means typical performance measures like brand awareness and country of origin preference will not be available</i></p>
MARKETING ACTIVITIES SUPPORT: MARKETING RESEARCH (MARKETING SUPPORT) SUBTOTAL:			\$39,000 \$0	

2022-23 TOTAL MARKETING ACTIVITIES SUPPORT BUDGET: \$112,875 \$72,375



CALIFORNIA AVOCADO MERCHANDISE SHOP

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: California Avocado Merchandise Shop	AGENCY: MullenLowe
------------------------------------	--	---------------------------

PRIORITY 1: Position California Avocados to be the world's most-valued and desired avocados *
*(for consumers, retailers, foodservice operators, wholesalers, growers)

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

APPLICABLE STRATEGIES FROM CAC BUSINESS PLAN:

- G. Fuse a tight connection between the California Avocados brand and product across all brand touchpoints (advertising, communications, partnership content, point-of-purchase and other retailer/foodservice operator touchpoints)
- H. Maintain creative cohesion and integrate elements of the California Avocado advertising campaign in appropriate marketing communications
- K. Maintain year-round California Avocado awareness messaging

SPECIFIC OBJECTIVES FOR MERCHANDISE SHOP

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

SPECIFIC STRATEGIES FOR MERCHANDISE SHOP:

- 1. Manage the merchandise shop initiative as a separate program, linked to marketing but managed independently
- 2. Utilize relatively low-cost marketing support focused on product listing ads, periodic promotional discounts and social and email inclusion
- 3. Use third parties to manage the day-to-day merchandise shop program, including order processing and fulfillment, with CAC oversight on product offerings, marketing and financials
- 4. Offer merchandise for sale that promotes the brand, reflects positively on the brand image and is buzz worthy
- 5. Price merchandise competitively and to cover costs
- 6. Maintain simplicity with a limited product line
- 7. Refresh product assortment based on ongoing sales results, adding and deleting items as warranted
- 8. Develop select new merchandise with tight connection between California Avocado brand and product
- 9. Generate interest and boost sales with periodic promotions

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: California Avocado Merchandise Shop	AGENCY: MullenLowe
------------------------------------	--	---------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Third-Party Merchandise Shop Platform <ul style="list-style-type: none"> Utilize Shopify merchandise shop platform for promotional merchandise shop Monitor order processing, shipping and customer service Process automated orders uploads and submit to PMCI's SFTP daily by 8:00 a.m. CST 	11/1/22	10/31/23	\$4,880	<ul style="list-style-type: none"> Shopify Advanced Plan Various plugins for integration with PMCI fulfillment services Daily system orders delivery to PMCI by 8:00 a.m. CST Process PMCI invoices within 24 hours of receipt Monthly income statement review Quarterly KPI report including traffic, sales, order fulfillment and returns
Website Maintenance Ongoing maintenance and changes that require code, UX and/or design updates	11/1/22	10/31/23	N/A	Scope and deliverables covered by CAC general Website Program
Marketing <ul style="list-style-type: none"> Weekly sales reporting to CAC Quarterly Merchandise Shop reporting of sales, site visitors, top items, promotions and engagement on shoppable posts and overall observations for the Board Work closely with CAC Marketing team to develop and launch Merchandise Shop-specific social content, monthly promotions and shoppable ad units Create Merchandise Shop and Main Site headers that promote merchandise, sales pushes and promotions when needed 	11/1/22	10/31/23	\$25,000 \$20,000	<ul style="list-style-type: none"> Weekly analysis of product sales to CAC each Monday Quarterly reports analysis of sales, site visitors, top items, promotions and engagement to CAC 4x per year for dates identified by CAC Launch social content and merchandise promotions 1x per month as aligned with CAC <p>NOTE: Does not include concepting and/or development of any new Merch Store products, apparel, or items – addition of would require incremental funds and fees</p>

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: California Avocado Merchandise Shop (cont.)	AGENCY: MullenLowe
------------------------------------	--	---------------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Search Engine Optimization <ul style="list-style-type: none"> Launch of new content/product pages on California Avocado Merchandise Shop (if applicable) Optimize merchandise content pages including keyword research and targeting, metadata writing, URL structure recommendation, structured data recommendations and image optimization 	11/1/22	10/31/23	N/A	Optimization of up to 12 total merchandise content pages, if applicable, by 5/1/23
Merchandise Shop Product Listing Ads <ul style="list-style-type: none"> Update paid ads on Google Shopping for the California Avocado Merchandise Shop Optimize merchandise content through employing smart bid strategies, product prioritization, and Google best practices Add image extensions to supported/updated products 	11/1/21	10/31/22	\$25,000	<ul style="list-style-type: none"> Review product performance and provide updated recommended list of support products Provide performance updates on ETA's in January 2023 Provide performance updates on image extensions after 2 months of running
CONSUMER MARKETING: CALIFORNIA AVOCADO MERCHANDISE SHOP (MULLENLOWE) SUBTOTAL:			\$54,880 \$49,880	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Promotional Merchandise Sales	AGENCY: PMCI		
ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Fulfillment and customer service management (fixed fees) <ul style="list-style-type: none"> Manage day-to-day operations: order processing, picking, shipping, packaging, customer service, special merchandise handling (returns/receiving inventory) and credit card fees Manage inventory database Maintain efficient shipping methods Handle order processing notifications, such as fulfillment status communication to user and notifications based on order status 	11/1/23	10/31/23	\$9,600	<ul style="list-style-type: none"> Ongoing on-demand and custom merchandise fulfillment, administration and maintenance Tax administration up to 3 states Orders shipped within 48 hours of order data upload to PMCI Monthly reports on sales, shipments and inventory Fulfillment services per contract
Fulfillment and customer service management (variable fees based on actual orders)	11/1/23	10/31/23	\$12,000	<ul style="list-style-type: none"> Ongoing order and credit card processing, and shipping services Special handling and customer services as required Budget is based on order projections; includes order processing fees, shipping costs, credit card fees, customer service fees and sales taxes; (actual fees will vary based on sales)
Merchandise Procurement and Photography <ul style="list-style-type: none"> Order and replenish merchandise on an on-going basis Photograph new merchandise for use on merch shop and other communications 	11/1/21	10/31/22	\$15,000 \$5,000	Ongoing merchandise purchases and photography as directed by CAC (includes inbound shipping costs and will vary based on sales and inventory needs)
CONSUMER MARKETING: CALIFORNIA AVOCADO MERCHANDISE SHOP (PMCI) SUBTOTAL:			\$36,600 \$26,600	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: California Avocado Merchandise Shop (Revenue)	AGENCY: CAC
------------------------------------	--	--------------------

ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Merchandise Sales Net Revenue (Merchandise revenue including sales tax and shipping revenue in excess of cost of goods sold and promotional discounts) <ul style="list-style-type: none"> Sell apparel and other merchandise that supports the California Avocado brand Obtain merchandise profit contribution (net margin) that minimally offsets marketing expenses 	11/1/22	10/31/23	(\$4,500) (Revenue based on order projections; actual will vary based on sales)	<ul style="list-style-type: none"> Ongoing sales and shipping revenue (Sales taxes collected remitted to State collection agencies)
CALIFORNIA AVOCADO MERCHANDISE SHOP NET REVENUE**:			(\$4,500)	

TOTAL CALIFORNIA AVOCADO MERCHANDISE SHOP BUDGET: \$91,480 \$76,480**

**** Budget Will Be Minimally Offset By Revenue Less Merchandise Costs**

2022-23 TOTAL MARKETING BUDGET: \$8,999,105 \$7,994,714



INDUSTRY AFFAIRS

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Industry Statistics and Information; Grower Communications; Issues Management; Legal; Demonstration Grove; Education and Outreach; and Other/Administrative
----------------------------------	--

PRIORITY 2: Advocate for, and engage with, the industry

OBJECTIVES:

1. Proactively shape avocado industry issue outcomes that are compatible with the industry's key aspirations and CAC's values
2. Build consensus on the strategic direction to be taken to achieve the industry's key aspirations
3. Enhance California Avocado grower productivity and success
4. Ensure a full understanding and consideration of how government agency decisions will impact California Avocado producers

STRATEGIES:

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Industry Statistics and Information	AGENCY: Mohammadpour; Fishhook Development; and LandIQ
----------------------------------	--	---

PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
<p>AMRIC Operation - The Avocado Marketing Research and Information Center system provides the California Avocado industry with daily inventory and shipment information to guide harvest/market strategies. AMRIC procedures require all avocado handlers operating in California to report their avocado inventory, by variety and size and shipments by major-market destination, variety and size</p>	\$28,000	<ul style="list-style-type: none"> • Collect bin counts daily through automated online system • Provide industry members and AMRIC participants current and historical statistical information in a usable format within the boundaries of the program <ul style="list-style-type: none"> ○ Review data requests from industry and implement enhancements ○ Track daily data reporting by handlers on an ongoing basis ○ Conduct detailed AMRIC handler audits by 10/31/23 • Ensure secure and reliable data storage and monitoring <ul style="list-style-type: none"> ○ Maintenance of AMRIC website and data tools ○ Keep current with supported technology and platforms
<p>Crop Forecasting and Analysis - The Avocado Crop-Estimating system projects the annual production of California Avocados. Crop statistics are compiled by growing region, county and state throughout the year. This valuable information guides CAC marketing programs, as well as allows each grower to develop his/her own harvest strategies with the big picture in mind</p>	\$124,500	<ul style="list-style-type: none"> • Develop pre-season crop estimate prior to 12/31/22 • Conduct up to 3 meetings with field personnel (winter 2022, spring and fall 2023) that engage with industry and stay apprised of any crop updates throughout the season • Conduct acreage inventory and spatial analysis and update 2023 California Avocado acreage no later than August 2023 • Perform an ongoing age classification to assign an age to all avocado polygons spatially mapped • Execute an ongoing grove density analysis of all avocado polygons spatially mapped • Complete the 2023 special condition assessment of areas impacted by the Thomas Fire • Conduct a mid-season grower crop survey no later than May 2023 • Perform “ground-truthing” and verify accuracy of current crop/acreage information

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Industry Statistics and Information (cont.)	AGENCY: Mohammadpour; Fishhook Development; and LandIQ
----------------------------------	--	---

PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Grower Database - Maintenance of the California Avocado Production Tracking Acreage Inventory Network grower database. Continually maintain and update current database to ensure integrity and confidentiality of grower information. Grower database is used for various mailings, such as election ballots, referenda, redistricting, crop estimating surveys, annual reports and meeting notices	\$3,000	<ul style="list-style-type: none"> Complete annual update of database based on handlers' grower/grove information received from handlers no later than 2/28/23 Perform database processing of 2023-24 grower exemption status using 2020, 2021 and 2022 production data Update database on an as-needed basis, based on information received via returned mail, grower sign-ups, etc.
Grove Database System - Using existing CAC grower and Geographic Information System databases, this project develops and maintains a web-based platform that integrates existing databases, as well as incorporates the ability to support grove location and ownership	\$17,750	<ul style="list-style-type: none"> Maintain web-based grove database platform Perform updates and improvements to online GIS database including but not limited to an annual update using geodatabase integration from acreage inventory by October 2023 Purchase data on parcel ownership based on Assessor's Parcel Number, when necessary
INDUSTRY AFFAIRS: INDUSTRY STATISTICS AND INFORMATION SUBTOTAL:	\$173,250	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Grower Communications	AGENCY: GingerRoot; Fishhook Development; Inclusive Web; Champ Publications and Rockwell Morrow
----------------------------------	--	--

PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Online Information - Expands the reach of effective industry communications through CAC's grower site, www.californiaavocadogrowers.com	\$46,000	<ul style="list-style-type: none"> • Provide timely updates to CAC's grower site with continual enhancement, maintenance and content development • Conduct ongoing website accessibility reviews to meet Web Content Accessibility Guidelines (WCAG) 2.1 AA compliance standards
Publications - Development of practical and relevant information for growers and industry and presentation in a format that is easily accessed and assimilated	\$112,000*	Publications may include, but are not limited to: <ul style="list-style-type: none"> • CAC GreenSheet (semi-monthly) • Food Safety Manuals, including Spanish translation • CAC From the Grove magazine (quarterly) <ul style="list-style-type: none"> ○ Advertising revenue expected to offset budget line item by \$70,000
Annual Meetings - CAC conducts annual meetings that generate industry awareness of CAC programs	\$20,000	Conduct annual meeting no later than 4/30/23
Annual Report - Preparation of an annual report that generates industry awareness of CAC programs and fulfills CAC's statutory obligation to report to the legislature	\$15,000	Produce and make available the annual report, no later than 3/31/23
INDUSTRY AFFAIRS: GROWER COMMUNICATIONS SUBTOTAL:	\$193,000	

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Issues Management	AGENCY: Law Offices of Edward M. Ruckert; McDermott Will & Emery LLP; Spann Ag Research & Consulting, LLC; and Kahn, Soares & Conway, LLP
----------------------------------	--------------------------------------	--

PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Water Issues - This project identifies, prioritizes and addresses key water issues	\$100,000	CAC management will work with independent contractors (as needed) to: <ul style="list-style-type: none"> • Monitor water issues (including rates) that potentially impact agriculture and represent interests of industry stakeholders, before local and regional water agencies and industry associations • Identify improved water use efficiency technologies for industry utilization • Work to improve the Metropolitan Water District water efficiency agricultural program • Continue to develop programs with MWD and/or other water agencies that work toward lower agricultural water costs • Analyze and evaluate current water issues and develop recommended programs • Explore possible federal actions that would improve water supply reliability and/or mitigate water rates; if possible initiate pursuit of said actions
Field/Technical Support - Development and support of technical initiatives that promote industry productivity and profitability	\$65,000	Potential actions in this category may address: <ul style="list-style-type: none"> • Phytosanitary security • Section 18 emergency exemptions • Identification and communication to growers of opportunities to improve grower profitability based on Grower Profitability study • Support peer-to-peer factual based messaging to growers on the GEM variety
Research Program Coordination and Outreach - Coordination of CAC's Production Research Program, collaboration with industry researchers, identification of research priorities, development of long-term research strategies aimed to improve grower sustainability and implementation of grower outreach activities	\$135,000	Manage the CAC-funded research program, including: <ul style="list-style-type: none"> • Production Research Committee meetings • Communications with researchers • Review and approval of milestone reports • Communicate research progress to CAC Board and growers

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Issues Management (cont.)	AGENCY: Law Offices of Edward M. Ruckert; McDermott Will & Emery LLP and Spann Ag Research & Consulting, LLC; and Kahn, Soares & Conway, LLP
----------------------------------	--	---

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Issues Management (cont.)	AGENCY: Law Offices of Edward M. Ruckert; McDermott Will & Emery LLP; The Tootelian Company; ERA Economics; and Rockwell Morrow
----------------------------------	--	--

PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Production Registrations - Exploration of potential product registrations for use on avocados in California and research support where needed	\$4,000	Potential registrations/products may include: <ul style="list-style-type: none"> Special Local Needs registrations, as needed
Sustainability Project - Identification of marketplace priority sustainable avocado production practices for California growers that align with customer requests for information	\$150,000	CAC management will work with independent contractors, as needed, to: <ul style="list-style-type: none"> Develop external-facing communications that promote and differentiate California Avocados based on the California Avocado Sustainability Program Outreach to California Avocado customers that informs and educates about the California Avocado Sustainability Program Communicate with growers on additional sustainability practices
INDUSTRY AFFAIRS: ISSUES MANAGEMENT SUBTOTAL:	\$579,000	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Legal	AGENCY: Creative Legal Solutions; Kahn, Soares & Conway, LLP
----------------------------------	--------------------------	---

PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Elections - Routine election activities, per CAC law	\$10,000	<ul style="list-style-type: none"> Conduct annual election with ballots returned no later than 10/31/23 Fill mid-term vacancies as needed
Legal Support - Legal support for all CAC departments	\$40,000	Retain legal-support services to assist with contracts, trademarks, registrations and other transactional matters
Governance Support - This program continues to refine the long-term strategic plan that will guide CAC's activities	\$55,000	<ul style="list-style-type: none"> Conduct Board/Executive Committee training, as needed Provide strategic planning support and resources Refine strategic plan, as needed Complete exemption determination status analysis and mail producer exemption status letters to all growers no later than 9/30/23 Present draft business plan to the Board, no later than October 2023 Use administrative support via outside contractors as needed to fulfill governance requirements
INDUSTRY AFFAIRS: LEGAL SUBTOTAL:	\$105,000	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Demonstration Grove	AGENCY: Cal Poly Pomona and Somis Pacific Agricultural Management
----------------------------------	--	--

PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Pine Tree - Rent	\$17,008	Monthly lease per lease agreement dated 7/1/13
Pine Tree - Grove Management	\$30,000	Annual grove management services based on 11 acres of planted avocado acreage
Pine Tree - Utilities	\$3,600	Split with Cal Poly Foundation based on percentage of leased acreage
Pine Tree - Property Tax and Insurance	\$1,680	Split with Cal Poly Foundation based on percentage of leased acreage
Pine Tree - Improvements and Misc. Expenses	\$5,000	<ul style="list-style-type: none"> • Improvements may include the following: <ul style="list-style-type: none"> ○ Educational demonstration projects as needed including UCCE GEM Spacing Trial ○ Replants of trees in poor health ○ New plantings on available blocks • Miscellaneous expenses, which may include weather station annual fees
Pine Tree - Crop Harvesting	\$13,500	Farm labor cost to harvest 2022-23 crop at Pine Tree Ranch
Pine Tree - Crop Hauling	\$500	Transportation charges and/or credits associated with PTR harvest
Pine Tree - CAC Assessment	\$938	CAC Assessment of 1.00% of gross dollar value due on the sale of PTR fruit
Pine Tree - Hass Avocado Board (HAB) Assessment	\$1,875	HAB Assessment of \$0.25 per pound due on the sale of PTR fruit
INDUSTRY AFFAIRS: DEMONSTRATION GROVE SUBTOTAL:	\$74,101*	

****Note: Portion of expenditures potentially offset by estimated harvest revenue of \$93,750***

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Education and Outreach	AGENCY: CAC
----------------------------------	---	--------------------

PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Field Meetings, Seminars and Workshops - Events purposed to educate and update growers and industry stakeholders on pertinent industry issues	\$23,500	Conduct events that may include, but are not limited to: <ul style="list-style-type: none"> • Food Safety Workshops, including Spanish translation • Hot Topic Seminars (pest/labor/etc.), Spanish translation as needed
Pine Tree Ranch Field Days - Field days held at CAC's demonstration grove with the intent of providing a hands-on learning environment for the purpose of continued grower education and outreach	\$2,000	Hold at least 3 Grower Outreach and Education Field Days at Pine Tree Ranch, to be held winter 2022, summer and fall 2023
Grower Outreach - Provides industry with a reliable source for information on topics of vital importance to the operation of their business	\$13,500	<ul style="list-style-type: none"> • Coordinate and facilitate small grower forums • Coordinate international researcher industry outreach and education on a hot topic to address specific industry issues (i.e., shot hole borer, high-density plantings, fire and/or heat recovery) • Provide CAC premiums in appreciation of industry participation in various Commission programs
INDUSTRY AFFAIRS: EDUCATION AND OUTREACH SUBTOTAL:	\$39,000	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Other/Administrative	AGENCY: CAC
----------------------------------	---	--------------------

PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Dues, Sponsorships, Registrations and Reports - Formation and participation in coalitions with other commodity boards and agricultural organizations to broaden support for industry-wide initiatives	\$42,600	<ul style="list-style-type: none"> Coalition dues and sponsorships may include, but are not limited to: Agriculture Coalition for Immigration Reform, Alliance for Food & Farming, Avocado Brainstorming 2023, California Avocado Society, United States Agricultural Export Development Council, President's Council and Western Growers Event registrations may include, but are not limited to: World Avocado Congress, IFPA Global Produce & Floral Show, IFPA Washington Conference and Urban Water Institute
Grant Writing - Pursuit of outside-funding opportunities for industry initiatives	\$2,500	Potential funding opportunities may include: <ul style="list-style-type: none"> GAP/Food safety Water quality and efficiency Phytosanitary/pest management Sustainability/energy efficiency
Travel - Travel required by CAC staff to advocate on issues of importance to the industry, stay informed on industry issues and participate in industry events	\$75,000	Industry Affairs staff travel may include, but is not limited to: <ul style="list-style-type: none"> Meetings with policy/decision makers Grower seminars District meetings Local and international industry meetings/conferences
Office Expense - Expenses incurred by CAC non-marketing staff, in conducting day-to-day business activities	\$13,000	Examples of office expenses include, but are not limited to: <ul style="list-style-type: none"> Office furniture/computers/software/electronics Paper/binders/supplies Subscriptions to business publications and resources
Committee Meeting Expense - Expenses incurred for travel, lodging and meals for committee meetings	\$5,000	Examples of committee meetings include, but are not limited to: <ul style="list-style-type: none"> Production Research Committee Good Agricultural Practices Committee Executive Committee Governance Committee
INDUSTRY AFFAIRS: OTHER/ADMINISTRATIVE SUBTOTAL:	\$138,100	

2022-23 TOTAL INDUSTRY AFFAIRS BUDGET: \$1,301,451



PRODUCTION RESEARCH

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Production Research	ACTIVITIES: Research	AGENCY: UC Riverside; UC Cooperative Extension; and The Huntington
-------------------------------------	-----------------------------	---

PRIORITY 3: Support industry strategy through research and outreach

OBJECTIVES:

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

STRATEGIES:

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAMS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	ACTION STEPS & DELIVERABLES
EXISTING RESEARCH PROJECTS				
Pests and Diseases				
Phenology and ecology of avocado lace bug in Southern California	9/15/21	10/31/24	\$76,074	<ul style="list-style-type: none"> • Comprehensive data on avocado lace bug population cycles in three different infestation zones (San Diego, Riverside and Los Angeles Counties). These data will be useful for predicting when population peaks and maximum damage is likely to occur, which in turn, will help with timing of control treatments • An inventory of natural enemies associated with avocado lace bug infestations in three different areas will be developed. These data may provide insight into levels of naturally occurring population suppression that is provided by natural enemies • Determination and quantification of avocado lace bug performance (i.e., development times and survivorship rates) on five different avocado cultivars (i.e., Hass, Lamb Hass, Fuerte, Bacon and GEM) • Development of temperature-driven degree-day models that will: (1) assist with interpreting population phenology data; (2) provide insight into how temperature extremes, especially high-heat events, affect avocado lace bug development and survivorship rates and (3) provide a tool for estimating temperature-based population growth trajectories that could be used to plan and time insecticide applications for suppression of damaging avocado lace bug populations
Breeding				
Commercial-scale field testing and potential release of five elite advanced rootstocks	11/1/18	10/31/25	\$89,628	<ul style="list-style-type: none"> • Establish commercial-scale field trials of PP35, PP40, PP42, PP45, and PP80 UCR advanced rootstocks before official release in cooperation with California growers • Collect tree health and harvest data for PP35, PP40, PP42, PP45 and PP80 UCR advanced rootstocks at Pine Tree and Bonsall rootstock trials (established June 2017) • Collect tree health and harvest data for PP35, PP40, PP42, PP45 and PP80 UCR advanced rootstocks at 4 previously established field trials (2019)

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Production Research	ACTIVITIES: Research (cont.)	AGENCY: UC Riverside; UC Cooperative Extension
-------------------------------------	-------------------------------------	---

PROGRAMS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	ACTION STEPS & DELIVERABLES
Cultural Practices				
Development of Chloride Mitigation Strategies for California Avocado Groves: Technology Review and Treatment Prediction	2/1/22	1/31/23	\$24,866	<ul style="list-style-type: none"> • Understand chloride ion activity and chemistry in irrigation water at California avocado groves • Screen viable chloride removal technologies uniquely applicable to the avocado industry • Predict the treatment efficacy and economic cost of the most prioritized chloride removal technologies • Recommend a phase two study on experimental investigation of candidate chloride mitigation technologies
EXISTING RESEARCH PROJECTS SUBTOTAL:			\$190,568	
NEW RESEARCH PROJECTS				
Cultural Practices				
Developing tools and information on crop water use and effective irrigation management for more profitable and sustainable avocado production	11/1/22	10/31/25	\$95,041	<ul style="list-style-type: none"> • Develop more accurate information on irrigation water needs under different conditions in South California through updated crop coefficient curves over the season for avocados • Evaluate irrigation tools in avocados (soil moisture, evapotranspiration (ET), drone/satellite, leaf/stem water potential, canopy temperature) for effective irrigation management • Evaluate irrigation strategies in avocados (grower irrigation practice vs. sensor-based irrigation and/or less water applied) • Evaluate satellite-based tool of IrriSAT/IrriWatch/Open ET in avocados
NEW RESEARCH PROJECTS SUBTOTAL:			\$95,041	

2022-23 TOTAL PRODUCTION RESEARCH BUDGET: \$285,609
--



2022-23 BUDGET – DRAFT

(Marketing: \$8,999,105)

**CALIFORNIA AVOCADO COMMISSION
2022-23 PROJECTION & BUDGET
WITH COMPARISON TO 2021-22**

ACCT CODE	REVENUES:	2022-23		2021-22		2022-23 vs. 2021-22		COMMENT
		PROJECTION	%	AMENDMENT #1	%	INCREASE (DECREASE)	PERCENT CHANGE	
40001	CAC Assessment Revenue	\$3,290,625	37.0%	\$6,398,438	48.8%	(\$3,107,813)	-48.57%	Assessment rate 1.00%, crop size 250 MM lbs, price \$1.35
40011	HAB 85% Rebate Assessment Revenue	\$4,940,625	55.6%	\$5,928,750	45.2%	(\$988,125)	-16.67%	
	Subtotal Assessment Revenues	\$8,231,250	92.6%	\$12,327,188	94.0%	(\$4,095,938)	-33.23%	
42001	Administration & Accounting Fee Revenue (AIP)	\$61,000	0.7%	\$61,000	0.5%	\$0	0.00%	
46010	Grant Funding	\$400,000	4.5%	\$475,000	3.6%	(\$75,000)	-15.79%	
48001	Interest Income	\$15,000	0.2%	\$15,000	0.1%	\$0	0.00%	
48009	From the Grove Income	\$70,000	0.8%	\$65,000	0.5%	\$5,000	7.69%	
48003	Other Income	\$93,750	1.1%	\$112,500	0.9%	(\$18,750)	-16.67%	
47000	California Avocado Merchandise Shop Income	\$15,000	0.2%	\$53,621	0.4%	(\$38,621)	-72.03%	
	Subtotal Other Revenues	\$654,750	7.4%	\$782,121	6.0%	(\$127,371)	-16.29%	
	Total Revenues	\$8,886,000	100.0%	\$13,109,309	100.0%	(\$4,223,309)	-32.22%	
	EXPENDITURES: Marketing Programs							
51000 & 55000	Consumer Marketing	\$5,216,640	36.1%	\$5,375,000	35.7%	(\$158,360)	-2.95%	
54000	Consumer Public Relations	\$594,800	4.1%	\$785,000	5.2%	(\$190,200)	-24.23%	
54000	Consumer/Trade Living Well	\$101,880	0.7%	\$145,000	1.0%	(\$43,120)	-29.74%	
52000	Trade - Retail	\$2,156,430	14.9%	\$2,194,035	14.6%	(\$37,605)	-1.71%	
53000	Trade - Foodservice	\$725,000	5.0%	\$772,500	5.1%	(\$47,500)	-6.15%	
59000	Marketing Activities Support	\$112,875	0.8%	\$112,500	0.7%	\$375	0.33%	
57000	California Avocado Merchandise Shop	\$91,480	0.6%	\$147,330	1.0%	(\$55,850)	-37.91%	
	Subtotal Marketing Programs	\$8,999,105	62.3%	\$9,531,365	63.3%	(\$532,260)	-5.58%	
	EXPENDITURES: Non-Marketing Programs							
65000	Industry Affairs & Production Research	\$1,587,060	11.0%	\$1,465,412	9.7%	\$121,648	8.30%	
66010	Grant Programs	\$400,000	2.8%	\$475,000	3.2%	(\$75,000)	-15.79%	
70000	Administration	\$3,466,160	24.0%	\$3,577,725	23.8%	(\$111,565)	-3.12%	
	Subtotal Non-Marketing Programs	\$5,453,220	37.7%	\$5,518,137	36.7%	(\$64,917)	-1.18%	
	Total Expenditures	\$14,452,325	100.0%	\$15,049,502	100.0%	(\$597,177)	-3.97%	
	Excess Of Revenues Over (Under) Expenditures	(\$5,566,325)	-62.6%	(\$1,940,194)	-14.8%	(\$3,626,132)	186.90%	
	Estimated Beginning Reserves - Nov. 1	\$10,922,229		\$10,412,422		\$509,807	4.90%	
	<i>Estimated 2021-22 Revenue Surplus based on Actual Price/LB</i>			\$1,400,000				
	<i>Estimated 2021-22 Unspent Funds Returned to Reserves</i>			\$1,050,000				
	Estimated Ending Reserves - Oct. 31	\$5,355,904		\$10,922,229		(\$5,566,325)	-50.96%	

**CALIFORNIA AVOCADO COMMISSION
2022-23 PROJECTION & BUDGET
WITH COMPARISON TO 2021-22**

Department: Marketing

ACCT CODE	DEPT/ACTIVITY	2022-23		2021-22		2022-23 vs. 2021-22		COMMENT
		PROJECTION	%	AMENDMENT #1	%	INCREASE (DECREASE)	PERCENT CHANGE	
<u>Consumer Marketing:</u>								
51001	Media	\$3,200,000	35.6%	\$3,200,000	33.6%	\$0	0.00%	
51002	Production	\$145,305	1.6%	\$197,305	2.1%	(\$52,000)	-26.36%	
55XXX	Online Marketing	\$417,550	4.6%	\$411,890	4.3%	\$5,660	1.37%	
51801 & 57002	Program Administration	\$1,453,785	16.2%	\$1,565,805	16.4%	(\$112,020)	-7.15%	
	Consumer Marketing Subtotal	\$5,216,640	58.0%	\$5,375,000	56.4%	(\$158,360)	-2.95%	
<u>Consumer Public Relations:</u>								
5400X & 5420X	Brand Advocates	\$249,300	2.8%	\$339,800	3.6%	(\$90,500)	-26.63%	
5400X & 541XX	Public Relations	\$245,000	2.7%	\$321,700	3.4%	(\$76,700)	-23.84%	
5480X	Program Administration	\$100,500	1.1%	\$123,500	1.3%	(\$23,000)	-18.62%	
	Consumer Public Relations Subtotal	\$594,800	6.6%	\$785,000	8.2%	(\$190,200)	-24.23%	
<u>Consumer/Trade Living Well:</u>								
54206	Living Well Brand Advocates	\$91,880	1.0%	\$113,700	1.2%	(\$21,820)	-19.19%	
54201	Industry Partnerships	\$0	0.0%	\$21,300	0.2%	(\$21,300)	-100.00%	
54802	Program Administration	\$10,000	0.1%	\$10,000	0.1%	\$0	0.00%	
	Consumer/Trade Living Well Subtotal	\$101,880	1.1%	\$145,000	1.5%	(\$43,120)	-29.74%	
<u>Trade - Retail:</u>								
520XX	Trade Relations	\$930,730	10.3%	\$1,001,500	10.5%	(\$70,770)	-7.07%	
521XX & 523XX	Retail & Consumer Promotions	\$863,500	9.6%	\$813,835	8.5%	\$49,665	6.10%	
522XX	Data, Research & Analysis	\$288,700	3.2%	\$293,700	3.1%	(\$5,000)	-1.70%	
524XX	Administration & Other	\$73,500	0.8%	\$85,000	0.9%	(\$11,500)	-13.53%	
	Trade - Retail Subtotal	\$2,156,430	24.0%	\$2,194,035	23.0%	(\$37,605)	-1.71%	
<u>Trade - Foodservice:</u>								
53001	Media	\$98,800	1.1%	\$79,300	0.8%	\$19,500	24.59%	
53101	Public Relations & Collateral Materials	\$63,500	0.7%	\$56,800	0.6%	\$6,700	11.80%	
53103	Foodservice Events	\$296,500	3.3%	\$279,700	2.9%	\$16,800	6.01%	
53104	Chain Promotions	\$210,200	2.3%	\$300,700	3.2%	(\$90,500)	-30.10%	
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%	
	Trade - Foodservice Subtotal	\$725,000	8.1%	\$772,500	8.1%	(\$47,500)	-6.15%	
<u>Marketing Activities Support:</u>								
51803	Marketing Planning	\$87,875	1.0%	\$87,500	0.9%	\$375	0.43%	
51003	Buy California Marketing Agreement	\$25,000	0.3%	\$25,000	0.3%	\$0	0.00%	
	Marketing Activities Support Subtotal	\$112,875	1.3%	\$112,500	1.2%	\$375	0.33%	
<u>California Avocado Merchandise Shop:</u>								
57XXX	Cost of Goods Sold	\$15,000	0.2%	\$13,000	0.1%	\$2,000	15.38%	
577XX & 57900	Expenses - Variable	\$12,000	0.1%	\$19,275	0.2%	(\$7,275)	-37.74%	
5780X	Expenses - Fees	\$64,480	0.7%	\$115,055	1.2%	(\$50,575)	-43.96%	
	California Avocado Merchandise Shop Subtotal	\$91,480	1.0%	\$147,330	1.5%	(\$55,850)	-37.91%	
	Total Marketing	\$8,999,105	100.0%	\$9,531,365	100.0%	(\$532,260)	-5.58%	

**CALIFORNIA AVOCADO COMMISSION
2022-23 PROJECTION & BUDGET
WITH COMPARISON TO 2021-22**

Department: Industry Affairs & Production Research

ACCT CODE	DEPT/ ACTIVITY	2022-23		2021-22		2022-23 vs. 2021-22		COMMENT
		PROJECTION	%	AMENDMENT #1	%	INCREASE (DECREASE)	PERCENT CHANGE	
<u>Industry Statistics And Information:</u>								
64001	AMRIC Operation	\$28,000	2.2%	\$86,500	7.7%	(\$58,500)	-67.63%	
64002	Crop Forecasting and Analysis	\$124,500	9.6%	\$145,000	13.0%	(\$20,500)	-14.14%	
64003	Grower Database	\$3,000	0.2%	\$5,000	0.4%	(\$2,000)	-40.00%	
64004	Grove Identification GIS Project Development	\$17,750	1.4%	\$20,000	1.8%	(\$2,250)	-11.25%	
	Industry Statistics And Information Subtotal	\$173,250	13.3%	\$256,500	22.9%	(\$83,250)	-32.46%	
<u>Grower Communications:</u>								
64105	Online Information	\$46,000	3.5%	\$46,000	4.1%	\$0	0.00%	
64106	Publications	\$112,000	8.6%	\$104,000	9.3%	\$8,000	7.69%	
64107	Annual Meeting	\$20,000	1.5%	\$20,000	1.8%	\$0	0.00%	
64108	Annual Report	\$15,000	1.2%	\$12,000	1.1%	\$3,000	25.00%	
	Grower Communications Subtotal	\$193,000	14.8%	\$182,000	16.3%	\$11,000	6.04%	
<u>Issues Management:</u>								
64201	Water Issues	\$100,000	7.7%	\$25,000	2.2%	\$75,000	300.00%	
64202	Field/Technical Support	\$65,000	5.0%	\$65,000	5.8%	\$0	0.00%	
64204	Research Program Coordination & Outreach	\$135,000	10.4%	\$120,000	10.7%	\$15,000	12.50%	
64206	Legislative & Regulatory Advocacy	\$125,000	9.6%	\$125,000	11.2%	\$0	0.00%	
64208	Product Registrations	\$4,000	0.3%	\$4,000	0.4%	\$0	0.00%	
64211	Sustainability Project	\$150,000	11.5%	\$50,000	4.5%	\$100,000	200.00%	
	Issues Management Subtotal	\$579,000	44.5%	\$389,000	34.8%	\$190,000	48.84%	
<u>Legal/Governance:</u>								
64301	Elections	\$10,000	0.8%	\$10,000	0.9%	\$0	0.00%	
64302	Legal Support	\$40,000	3.1%	\$40,000	3.6%	\$0	0.00%	
64303	Governance Support	\$55,000	4.2%	\$20,000	1.8%	\$35,000	175.00%	
	Legal/Governance Subtotal	\$105,000	8.1%	\$70,000	6.3%	\$35,000	50.00%	
<u>Demonstration Grove:</u>								
64401	Pine Tree - Rent	\$17,008	1.3%	\$24,384	2.2%	(\$7,376)	-30.25%	
64402	Pine Tree - Grove Management	\$30,000	2.3%	\$40,000	3.6%	(\$10,000)	-25.00%	
64403	Pine Tree - Utilities	\$3,600	0.3%	\$5,400	0.5%	(\$1,800)	-33.33%	
64404	Pine Tree - Property Tax & Insurance	\$1,680	0.1%	\$2,500	0.2%	(\$820)	-32.80%	
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	\$16,813	1.3%	\$20,919	1.9%	(\$4,106)	-19.63%	
	Demonstration Grove Subtotal	\$74,101	5.7%	\$98,203	8.8%	(\$24,102)	-24.54%	
<u>Education & Outreach:</u>								
64501	Field Meetings, Seminars & Workshops	\$23,500	1.8%	\$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	1.0%	\$13,500	1.2%	\$0	0.00%	
	Education & Outreach Subtotal	\$39,000	3.0%	\$39,000	3.5%	\$0	0.00%	
<u>Other:</u>								
64801	Dues, Sponsorships, & Reports	\$42,600	3.3%	\$20,000	1.8%	\$22,600	113.00%	
64802	Grant Writing	\$2,500	0.2%	\$2,500	0.2%	\$0	0.00%	
64803	Travel	\$75,000	5.8%	\$40,000	3.6%	\$35,000	87.50%	
64804	Office Expense	\$13,000	1.0%	\$16,500	1.5%	(\$3,500)	-21.21%	
64805	Committee Meeting Expense	\$5,000	0.4%	\$5,000	0.4%	\$0	0.00%	
	Other Industry Affairs Subtotal	\$138,100	10.6%	\$84,000	7.5%	\$54,100	64.40%	
	Total Industry Affairs	\$1,301,451	100.0%	\$1,118,703	100.0%	\$182,748	16.34%	

CALIFORNIA AVOCADO COMMISSION
2022-23 PROJECTION & BUDGET
WITH COMPARISON TO 2021-22

Department: Industry Affairs & Production Research

ACCT CODE	DEPT/ACTIVITY	2022-23		2021-22		2022-23 vs. 2021-22		COMMENT
		PROJECTION	%	AMENDMENT #1	%	INCREASE (DECREASE)	PERCENT CHANGE	
<u>Pest & Disease Projects:</u>								
65127	Phenology of Avocado Infection by Botryosphaeria Branch Car	\$0	0.0%	\$67,697	14.7%	(\$67,697)	-100.00%	
65129	Proactive Management of Avocado Seed and Stem Feeding W	\$0	0.0%	\$50,000	10.8%	(\$50,000)	-100.00%	
65131	Phenology and ecology of avocado lace bug in Southern Califo	\$76,074	26.6%	\$0	0.0%	\$76,074	100.00%	
	Pest & Disease Project Subtotal	\$76,074	26.6%	\$117,697	25.5%	(\$41,623)	-35.36%	
<u>Breeding, Varieties, Genetics Projects:</u>								
65215	Commercial-Scale Field Testing and Potential Release of Root:	\$89,628	31.4%	\$125,000	27.1%	(\$35,372)	-28.30%	
	Breeding, Varieties, Genetics Projects Subtotal	\$89,628	31.4%	\$125,000	27.1%	(\$35,372)	-28.30%	
<u>Cultural Management Projects:</u>								
65318	Opening Roads for Micropropagation of Avocado in California	\$0	0.0%	\$47,786	10.4%	(\$47,786)	-100.00%	
65319	Safety and Efficacy of Herbicides in Bearing Avocado Groves	\$0	0.0%	\$46,836	10.2%	(\$46,836)	-100.00%	
65320	Gem Avocado Scarring Study	\$0	0.0%	\$23,600	5.1%	(\$23,600)	-100.00%	
6532X	Chloride Mitigation Strategies	\$24,866	8.7%	\$75,000	16.3%	(\$50,134)	-66.85%	
6532X	Soil Microbial Community Enhancement	\$0	0.0%	\$25,000	5.4%	(\$25,000)	-100.00%	
6532X	Develop tools and info on crop water use	\$95,041	33.3%	\$0	0.0%	\$95,041	100.00%	
	Cultural Management Projects Subtotal	\$119,907	42.0%	\$218,222	47.3%	(\$98,315)	-45.05%	
	Total Production Research	\$285,609	100.0%	\$460,919	100.0%	(\$175,310)	-38.03%	

Department: Grant Programs

ACCT CODE	DEPT/ACTIVITY	2022-23		2021-22		2022-23 vs. 2021-22		COMMENT
		PROJECTION	%	AMENDMENT #1	%	INCREASE (DECREASE)	PERCENT CHANGE	
66020-91	USDA Grant-FAS MAP South Korea	\$200,000	50.0%	\$200,000	42.1%	\$0	0.00%	
66021-92	USDA Grant-FAS MAP China	\$200,000	50.0%	\$275,000	57.9%	(\$75,000)	-27.27%	
	Total Grant Programs	\$400,000	100.0%	\$475,000	100.0%	(\$75,000)	-15.79%	

**CALIFORNIA AVOCADO COMMISSION
2022-23 PROJECTION & BUDGET
WITH COMPARISON TO 2021-22**

Department: Administration

ACCT CODE	DEPT/ACTIVITY	2022-23		2021-22		2022-23 vs. 2021-22		COMMENT
		PROJECTION	%	AMENDMENT #1	%	INCREASE (DECREASE)	PERCENT CHANGE	
Office Expense:								
71101 & 71102	Office Rent & Property Tax	\$146,295	4.2%	\$142,790	4.0%	\$3,505	2.45%	
71104	Offsite Storage	\$8,580	0.2%	\$7,137	0.2%	\$1,443	20.22%	
71111	Corporate Insurance	\$96,800	2.8%	\$98,050	2.7%	(\$1,250)	-1.27%	
71121 - 71123	Office Expense, Supplies & Janitorial	\$38,750	1.1%	\$38,835	1.1%	(\$85)	-0.22%	
71131	Utilities	\$16,600	0.5%	\$16,540	0.5%	\$60	0.36%	
71141	Bank & Payroll Fees	\$17,800	0.5%	\$15,860	0.4%	\$1,940	12.23%	
71151	Equipment Maintenance & Expense	\$28,800	0.8%	\$27,600	0.8%	\$1,200	4.35%	
71161 - 71181	Telephone, Cell Phone, Postage & Courier Service	\$28,050	0.8%	\$30,410	0.8%	(\$2,360)	-7.76%	
	Office Expense Subtotal	\$381,675	11.0%	\$377,222	10.5%	\$4,453	1.18%	
Professional Fees:								
71201	CPA-Financial Audits	\$34,300	1.0%	\$31,500	0.9%	\$2,800	8.89%	
71203	CPA-Assessment Audits	\$28,270	0.8%	\$20,738	0.6%	\$7,532	36.32%	
71207	CDFA Fiscal and Compliance Audit	\$9,350	0.3%	\$8,715	0.2%	\$635	7.29%	
71211	CDFA Charges	\$81,960	2.4%	\$76,200	2.1%	\$5,760	7.56%	
71221	USDA-AMS Charges	\$60,000	1.7%	\$75,600	2.1%	(\$15,600)	-20.63%	
71231 - 71235	Legal & Other Professional	\$22,500	0.6%	\$5,000	0.1%	\$17,500	350.00%	
712XX	Outsourced Accounting	\$120,000	3.5%	\$0	0.0%	\$120,000	100.00%	
78301	Pension Admin & Legal	\$52,300	1.5%	\$52,300	1.5%	\$0	0.00%	
	Professional Fees Subtotal	\$408,680	11.8%	\$270,053	7.5%	\$138,627	51.33%	
Personnel Expenses:								
71301	Salaries/Wages	\$1,695,670	48.9%	\$1,875,000	52.4%	(\$179,330)	-9.56%	
71311 - 71331	Pension, Payroll Tax & Benefits	\$595,710	17.2%	\$646,392	18.1%	(\$50,682)	-7.84%	
	Personnel Expenses Subtotal	\$2,291,380	66.1%	\$2,521,392	70.5%	(\$230,012)	-9.12%	
Commissioner Expenses:								
71401	District Meetings & Expenses	\$5,000	0.1%	\$3,000	0.1%	\$2,000	66.67%	
71402 & 71403	Travel, Lodging, Mileage, Meals & Entertainment	\$76,425	2.2%	\$40,000	1.1%	\$36,425	91.06%	
71404	Board Meeting Expenses	\$31,000	0.9%	\$30,500	0.9%	\$500	1.64%	
714XX	HAB BOLD Participation	\$18,000	0.5%	\$0	0.0%	\$18,000	100.00%	
	Commissioner Expenses Subtotal	\$130,425	3.8%	\$73,500	2.1%	\$56,925	77.45%	
Information Technology:								
73001 & 73002	Network Maintenance, Hardware, Software & Licenses	\$51,430	1.5%	\$48,610	1.4%	\$2,820	5.80%	
73003 & 73005	IT Support, Consulting & IT Service	\$55,710	1.6%	\$55,000	1.5%	\$710	1.29%	
73004	Accounting & Assessment System	\$8,850	0.3%	\$7,910	0.2%	\$940	11.88%	
	Information Technology Subtotal	\$115,990	3.3%	\$111,520	3.1%	\$4,470	4.01%	
Depreciation, Interest & Other Admin:								
78101	Admin Staff Travel	\$30,000	0.9%	\$9,000	0.3%	\$21,000	233.33%	
78201	Depreciation Expense	\$39,060	1.1%	\$46,463	1.3%	(\$7,403)	-15.93%	
78401 & 78501	Dues & Reg., Education, Training, Recruitment, Other	\$43,950	1.3%	\$143,575	4.0%	(\$99,625)	-69.39%	
78601	Temporary Help	\$25,000	0.7%	\$25,000	0.7%	\$0	0.00%	
	Depreciation, Interest & Other Admin Subtotal	\$138,010	4.0%	\$224,038	6.3%	(\$86,028)	-38.40%	
	Total Administration	\$3,466,160	100.0%	\$3,577,725	100.0%	(\$111,565)	-3.12%	



2022-23 BUDGET – DRAFT

(Marketing: **\$7,994,714**)

**CALIFORNIA AVOCADO COMMISSION
2022-23 PROJECTION & BUDGET
WITH COMPARISON TO 2021-22**

ACCT CODE	REVENUES:	2022-23		2021-22		2022-23 vs. 2021-22		COMMENT
		PROJECTION	%	AMENDMENT #1	%	INCREASE (DECREASE)	PERCENT CHANGE	
40001	CAC Assessment Revenue	\$3,290,625	37.0%	\$6,398,438	48.8%	(\$3,107,813)	-48.57%	Assessment rate 1.00%, crop size 250 MM lbs, price \$1.35
40011	HAB 85% Rebate Assessment Revenue	\$4,940,625	55.6%	\$5,928,750	45.2%	(\$988,125)	-16.67%	
	Subtotal Assessment Revenues	\$8,231,250	92.6%	\$12,327,188	94.0%	(\$4,095,938)	-33.23%	
42001	Administration & Accounting Fee Revenue (AIP)	\$61,000	0.7%	\$61,000	0.5%	\$0	0.00%	
46010	Grant Funding	\$400,000	4.5%	\$475,000	3.6%	(\$75,000)	-15.79%	
48001	Interest Income	\$15,000	0.2%	\$15,000	0.1%	\$0	0.00%	
48009	From the Grove Income	\$70,000	0.8%	\$65,000	0.5%	\$5,000	7.69%	
48003	Other Income	\$93,750	1.1%	\$112,500	0.9%	(\$18,750)	-16.67%	
47000	California Avocado Merchandise Shop Income	\$15,000	0.2%	\$53,621	0.4%	(\$38,621)	-72.03%	
	Subtotal Other Revenues	\$654,750	7.4%	\$782,121	6.0%	(\$127,371)	-16.29%	
	Total Revenues	\$8,886,000	100.0%	\$13,109,309	100.0%	(\$4,223,309)	-32.22%	

ACCT CODE	EXPENDITURES: Marketing Programs	2022-23		2021-22		2022-23 vs. 2021-22		COMMENT
		PROJECTION	%	AMENDMENT #1	%	INCREASE (DECREASE)	PERCENT CHANGE	
51000 & 55000	Consumer Marketing	\$4,736,549	35.2%	\$5,375,000	35.7%	(\$638,451)	-11.88%	
54000	Consumer Public Relations	\$505,500	3.8%	\$785,000	5.2%	(\$279,500)	-35.61%	
54000	Consumer/Trade Living Well	\$88,430	0.7%	\$145,000	1.0%	(\$56,570)	-39.01%	
52000	Trade - Retail	\$1,825,380	13.6%	\$2,194,035	14.6%	(\$368,655)	-16.80%	
53000	Trade - Foodservice	\$690,000	5.1%	\$772,500	5.1%	(\$82,500)	-10.68%	
59000	Marketing Activities Support	\$72,375	0.5%	\$112,500	0.7%	(\$40,125)	-35.67%	
57000	California Avocado Merchandise Shop	\$76,480	0.6%	\$147,330	1.0%	(\$70,850)	-48.09%	
	Subtotal Marketing Programs	\$7,994,714	59.4%	\$9,531,365	63.3%	(\$1,536,651)	-16.12%	
	EXPENDITURES: Non-Marketing Programs							
65000	Industry Affairs & Production Research	\$1,587,060	11.8%	\$1,465,412	9.7%	\$121,648	8.30%	
66010	Grant Programs	\$400,000	3.0%	\$475,000	3.2%	(\$75,000)	-15.79%	
70000	Administration	\$3,466,160	25.8%	\$3,577,725	23.8%	(\$111,565)	-3.12%	
	Subtotal Non-Marketing Programs	\$5,453,220	40.6%	\$5,518,137	36.7%	(\$64,917)	-1.18%	
	Total Expenditures	\$13,447,934	100.0%	\$15,049,502	100.0%	(\$1,601,568)	-10.64%	
	Excess Of Revenues Over (Under) Expenditures	(\$4,561,934)	-51.3%	(\$1,940,194)	-14.8%	(\$2,621,741)	135.13%	
	Estimated Beginning Reserves - Nov. 1	\$10,922,229		\$10,412,422		\$509,807	4.90%	
	<i>Estimated 2021-22 Revenue Surplus based on Actual Price/LB</i>			\$1,400,000				
	<i>Estimated 2021-22 Unspent Funds Returned to Reserves</i>			\$1,050,000				
	Estimated Ending Reserves - Oct. 31	\$6,360,295		\$10,922,229		(\$4,561,934)	-41.77%	

**CALIFORNIA AVOCADO COMMISSION
2022-23 PROJECTION & BUDGET
WITH COMPARISON TO 2021-22**

Department: Marketing

ACCT CODE	DEPT/ACTIVITY	2022-23		2021-22		2022-23 vs. 2021-22		COMMENT
		PROJECTION	%	AMENDMENT #1	%	INCREASE (DECREASE)	PERCENT CHANGE	
<u>Consumer Marketing:</u>								
51001	Media	\$2,900,000	36.3%	\$3,200,000	33.6%	(\$300,000)	-9.38%	
51002	Production	\$125,000	1.6%	\$197,305	2.1%	(\$72,305)	-36.65%	
55XXX	Online Marketing	\$349,750	4.4%	\$411,890	4.3%	(\$62,140)	-15.09%	
51801 & 57002	Program Administration	\$1,361,799	17.0%	\$1,565,805	16.4%	(\$204,006)	-13.03%	
	Consumer Marketing Subtotal	\$4,736,549	59.2%	\$5,375,000	56.4%	(\$638,451)	-11.88%	
<u>Consumer Public Relations:</u>								
5400X & 5420X	Brand Advocates	\$180,000	2.3%	\$339,800	3.6%	(\$159,800)	-47.03%	
5400X & 541XX	Public Relations	\$225,000	2.8%	\$321,700	3.4%	(\$96,700)	-30.06%	
5480X	Program Administration	\$100,500	1.3%	\$123,500	1.3%	(\$23,000)	-18.62%	
	Consumer Public Relations Subtotal	\$505,500	6.3%	\$785,000	8.2%	(\$279,500)	-35.61%	
<u>Consumer/Trade Living Well:</u>								
54206	Living Well Brand Advocates	\$78,430	1.0%	\$113,700	1.2%	(\$35,270)	-31.02%	
54201	Industry Partnerships	\$0	0.0%	\$21,300	0.2%	(\$21,300)	-100.00%	
54802	Program Administration	\$10,000	0.1%	\$10,000	0.1%	\$0	0.00%	
	Consumer/Trade Living Well Subtotal	\$88,430	1.1%	\$145,000	1.5%	(\$56,570)	-39.01%	
<u>Trade - Retail:</u>								
520XX	Trade Relations	\$783,180	9.8%	\$1,001,500	10.5%	(\$218,320)	-21.80%	
521XX & 523XX	Retail & Consumer Promotions	\$702,500	8.8%	\$813,835	8.5%	(\$111,335)	-13.68%	
522XX	Data, Research & Analysis	\$278,700	3.5%	\$293,700	3.1%	(\$15,000)	-5.11%	
524XX	Administration & Other	\$61,000	0.8%	\$85,000	0.9%	(\$24,000)	-28.24%	
	Trade - Retail Subtotal	\$1,825,380	22.8%	\$2,194,035	23.0%	(\$368,655)	-16.80%	
<u>Trade - Foodservice:</u>								
53001	Media	\$82,900	1.0%	\$79,300	0.8%	\$3,600	4.54%	
53101	Public Relations & Collateral Materials	\$65,800	0.8%	\$56,800	0.6%	\$9,000	15.85%	
53103	Foodservice Events	\$294,700	3.7%	\$279,700	2.9%	\$15,000	5.36%	
53104	Chain Promotions	\$190,600	2.4%	\$300,700	3.2%	(\$110,100)	-36.61%	
53105	Education Programs	\$2,000	0.0%	\$2,000	0.0%	\$0	0.00%	
5380X	Program Administration	\$54,000	0.7%	\$54,000	0.6%	\$0	0.00%	
	Trade - Foodservice Subtotal	\$690,000	8.6%	\$772,500	8.1%	(\$82,500)	-10.68%	
<u>Marketing Activities Support:</u>								
51803	Marketing Planning	\$47,375	0.6%	\$87,500	0.9%	(\$40,125)	-45.86%	
51003	Buy California Marketing Agreement	\$25,000	0.3%	\$25,000	0.3%	\$0	0.00%	
	Marketing Activities Support Subtotal	\$72,375	0.9%	\$112,500	1.2%	(\$40,125)	-35.67%	
<u>California Avocado Merchandise Shop:</u>								
57XXX	Cost of Goods Sold	\$5,000	0.1%	\$13,000	0.1%	(\$8,000)	-61.54%	
577XX & 57900	Expenses - Variable	\$12,000	0.2%	\$19,275	0.2%	(\$7,275)	-37.74%	
5780X	Expenses - Fees	\$59,480	0.7%	\$115,055	1.2%	(\$55,575)	-48.30%	
	California Avocado Merchandise Shop Subtotal	\$76,480	1.0%	\$147,330	1.5%	(\$70,850)	-48.09%	
	Total Marketing	\$7,994,714	100.0%	\$9,531,365	100.0%	(\$1,536,651)	-16.12%	

**CALIFORNIA AVOCADO COMMISSION
2022-23 PROJECTION & BUDGET
WITH COMPARISON TO 2021-22**

Department: Industry Affairs & Production Research

ACCT CODE	DEPT/ ACTIVITY	2022-23		2021-22		2022-23 vs. 2021-22		COMMENT
		PROJECTION	%	AMENDMENT #1	%	INCREASE (DECREASE)	PERCENT CHANGE	
<u>Industry Statistics And Information:</u>								
64001	AMRIC Operation	\$28,000	2.2%	\$86,500	7.7%	(\$58,500)	-67.63%	
64002	Crop Forecasting and Analysis	\$124,500	9.6%	\$145,000	13.0%	(\$20,500)	-14.14%	
64003	Grower Database	\$3,000	0.2%	\$5,000	0.4%	(\$2,000)	-40.00%	
64004	Grove Identification GIS Project Development	\$17,750	1.4%	\$20,000	1.8%	(\$2,250)	-11.25%	
Industry Statistics And Information Subtotal		\$173,250	13.3%	\$256,500	22.9%	(\$83,250)	-32.46%	
<u>Grower Communications:</u>								
64105	Online Information	\$46,000	3.5%	\$46,000	4.1%	\$0	0.00%	
64106	Publications	\$112,000	8.6%	\$104,000	9.3%	\$8,000	7.69%	
64107	Annual Meeting	\$20,000	1.5%	\$20,000	1.8%	\$0	0.00%	
64108	Annual Report	\$15,000	1.2%	\$12,000	1.1%	\$3,000	25.00%	
Grower Communications Subtotal		\$193,000	14.8%	\$182,000	16.3%	\$11,000	6.04%	
<u>Issues Management:</u>								
64201	Water Issues	\$100,000	7.7%	\$25,000	2.2%	\$75,000	300.00%	
64202	Field/Technical Support	\$65,000	5.0%	\$65,000	5.8%	\$0	0.00%	
64204	Research Program Coordination & Outreach	\$135,000	10.4%	\$120,000	10.7%	\$15,000	12.50%	
64206	Legislative & Regulatory Advocacy	\$125,000	9.6%	\$125,000	11.2%	\$0	0.00%	
64208	Product Registrations	\$4,000	0.3%	\$4,000	0.4%	\$0	0.00%	
64211	Sustainability Project	\$150,000	11.5%	\$50,000	4.5%	\$100,000	200.00%	
Issues Management Subtotal		\$579,000	44.5%	\$389,000	34.8%	\$190,000	48.84%	
<u>Legal/Governance:</u>								
64301	Elections	\$10,000	0.8%	\$10,000	0.9%	\$0	0.00%	
64302	Legal Support	\$40,000	3.1%	\$40,000	3.6%	\$0	0.00%	
64303	Governance Support	\$55,000	4.2%	\$20,000	1.8%	\$35,000	175.00%	
Legal/Governance Subtotal		\$105,000	8.1%	\$70,000	6.3%	\$35,000	50.00%	
<u>Demonstration Grove:</u>								
64401	Pine Tree - Rent	\$17,008	1.3%	\$24,384	2.2%	(\$7,376)	-30.25%	
64402	Pine Tree - Grove Management	\$30,000	2.3%	\$40,000	3.6%	(\$10,000)	-25.00%	
64403	Pine Tree - Utilities	\$3,600	0.3%	\$5,400	0.5%	(\$1,800)	-33.33%	
64404	Pine Tree - Property Tax & Insurance	\$1,680	0.1%	\$2,500	0.2%	(\$820)	-32.80%	
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	\$16,813	1.3%	\$20,919	1.9%	(\$4,106)	-19.63%	
Demonstration Grove Subtotal		\$74,101	5.7%	\$98,203	8.8%	(\$24,102)	-24.54%	
<u>Education & Outreach:</u>								
64501	Field Meetings, Seminars & Workshops	\$23,500	1.8%	\$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	1.0%	\$13,500	1.2%	\$0	0.00%	
Education & Outreach Subtotal		\$39,000	3.0%	\$39,000	3.5%	\$0	0.00%	
<u>Other:</u>								
64801	Dues, Sponsorships, & Reports	\$42,600	3.3%	\$20,000	1.8%	\$22,600	113.00%	
64802	Grant Writing	\$2,500	0.2%	\$2,500	0.2%	\$0	0.00%	
64803	Travel	\$75,000	5.8%	\$40,000	3.6%	\$35,000	87.50%	
64804	Office Expense	\$13,000	1.0%	\$16,500	1.5%	(\$3,500)	-21.21%	
64805	Committee Meeting Expense	\$5,000	0.4%	\$5,000	0.4%	\$0	0.00%	
Other Industry Affairs Subtotal		\$138,100	10.6%	\$84,000	7.5%	\$54,100	64.40%	
Total Industry Affairs		\$1,301,451	100.0%	\$1,118,703	100.0%	\$182,748	16.34%	

**CALIFORNIA AVOCADO COMMISSION
2022-23 PROJECTION & BUDGET
WITH COMPARISON TO 2021-22**

Department: Industry Affairs & Production Research

ACCT CODE	DEPT/ACTIVITY	2022-23		2021-22		2022-23 vs. 2021-22		COMMENT
		PROJECTION	%	AMENDMENT #1	%	INCREASE (DECREASE)	PERCENT CHANGE	
<u>Pest & Disease Projects:</u>								
65127	Phenology of Avocado Infection by Botryosphaeria Branch Car	\$0	0.0%	\$67,697	14.7%	(\$67,697)	-100.00%	
65129	Proactive Management of Avocado Seed and Stem Feeding W	\$0	0.0%	\$50,000	10.8%	(\$50,000)	-100.00%	
65131	Phenology and ecology of avocado lace bug in Southern Califo	\$76,074	26.6%	\$0	0.0%	\$76,074	100.00%	
	Pest & Disease Project Subtotal	\$76,074	26.6%	\$117,697	25.5%	(\$41,623)	-35.36%	
<u>Breeding, Varieties, Genetics Projects:</u>								
65215	Commercial-Scale Field Testing and Potential Release of Root:	\$89,628	31.4%	\$125,000	27.1%	(\$35,372)	-28.30%	
	Breeding, Varieties, Genetics Projects Subtotal	\$89,628	31.4%	\$125,000	27.1%	(\$35,372)	-28.30%	
<u>Cultural Management Projects:</u>								
65318	Opening Roads for Micropropagation of Avocado in California	\$0	0.0%	\$47,786	10.4%	(\$47,786)	-100.00%	
65319	Safety and Efficacy of Herbicides in Bearing Avocado Groves	\$0	0.0%	\$46,836	10.2%	(\$46,836)	-100.00%	
65320	Gem Avocado Scarring Study	\$0	0.0%	\$23,600	5.1%	(\$23,600)	-100.00%	
6532X	Chloride Mitigation Strategies	\$24,866	8.7%	\$75,000	16.3%	(\$50,134)	-66.85%	
6532X	Soil Microbial Community Enhancement	\$0	0.0%	\$25,000	5.4%	(\$25,000)	-100.00%	
6532X	Develop tools and info on crop water use	\$95,041	33.3%	\$0	0.0%	\$95,041	100.00%	
	Cultural Management Projects Subtotal	\$119,907	42.0%	\$218,222	47.3%	(\$98,315)	-45.05%	
	Total Production Research	\$285,609	100.0%	\$460,919	100.0%	(\$175,310)	-38.03%	

Department: Grant Programs

ACCT CODE	DEPT/ACTIVITY	2022-23		2021-22		2022-23 vs. 2021-22		COMMENT
		PROJECTION	%	AMENDMENT #1	%	INCREASE (DECREASE)	PERCENT CHANGE	
66020-91	USDA Grant-FAS MAP South Korea	\$200,000	50.0%	\$200,000	42.1%	\$0	0.00%	
66021-92	USDA Grant-FAS MAP China	\$200,000	50.0%	\$275,000	57.9%	(\$75,000)	-27.27%	
	Total Grant Programs	\$400,000	100.0%	\$475,000	100.0%	(\$75,000)	-15.79%	

**CALIFORNIA AVOCADO COMMISSION
2022-23 PROJECTION & BUDGET
WITH COMPARISON TO 2021-22**

Department: Administration

ACCT CODE	DEPT/ ACTIVITY	2022-23		2021-22		2022-23 vs. 2021-22		COMMENT
		PROJECTION	%	AMENDMENT #1	%	INCREASE (DECREASE)	PERCENT CHANGE	
Office Expense:								
71101 & 71102	Office Rent & Property Tax	\$146,295	4.2%	\$142,790	4.0%	\$3,505	2.45%	
71104	Offsite Storage	\$8,580	0.2%	\$7,137	0.2%	\$1,443	20.22%	
71111	Corporate Insurance	\$96,800	2.8%	\$98,050	2.7%	(\$1,250)	-1.27%	
71121 - 71123	Office Expense, Supplies & Janitorial	\$38,750	1.1%	\$38,835	1.1%	(\$85)	-0.22%	
71131	Utilities	\$16,600	0.5%	\$16,540	0.5%	\$60	0.36%	
71141	Bank & Payroll Fees	\$17,800	0.5%	\$15,860	0.4%	\$1,940	12.23%	
71151	Equipment Maintenance & Expense	\$28,800	0.8%	\$27,600	0.8%	\$1,200	4.35%	
71161 - 71181	Telephone, Cell Phone, Postage & Courier Service	\$28,050	0.8%	\$30,410	0.8%	(\$2,360)	-7.76%	
	Office Expense Subtotal	\$381,675	11.0%	\$377,222	10.5%	\$4,453	1.18%	
Professional Fees:								
71201	CPA-Financial Audits	\$34,300	1.0%	\$31,500	0.9%	\$2,800	8.89%	
71203	CPA-Assessment Audits	\$28,270	0.8%	\$20,738	0.6%	\$7,532	36.32%	
71207	CDFA Fiscal and Compliance Audit	\$9,350	0.3%	\$8,715	0.2%	\$635	7.29%	
71211	CDFA Charges	\$81,960	2.4%	\$76,200	2.1%	\$5,760	7.56%	
71221	USDA-AMS Charges	\$60,000	1.7%	\$75,600	2.1%	(\$15,600)	-20.63%	
71231 - 71235	Legal & Other Professional	\$22,500	0.6%	\$5,000	0.1%	\$17,500	350.00%	
712XX	Outsourced Accounting	\$120,000	3.5%	\$0	0.0%	\$120,000	100.00%	
78301	Pension Admin & Legal	\$52,300	1.5%	\$52,300	1.5%	\$0	0.00%	
	Professional Fees Subtotal	\$408,680	11.8%	\$270,053	7.5%	\$138,627	51.33%	
Personnel Expenses:								
71301	Salaries/Wages	\$1,695,670	48.9%	\$1,875,000	52.4%	(\$179,330)	-9.56%	
71311 - 71331	Pension, Payroll Tax & Benefits	\$595,710	17.2%	\$646,392	18.1%	(\$50,682)	-7.84%	
	Personnel Expenses Subtotal	\$2,291,380	66.1%	\$2,521,392	70.5%	(\$230,012)	-9.12%	
Commissioner Expenses:								
71401	District Meetings & Expenses	\$5,000	0.1%	\$3,000	0.1%	\$2,000	66.67%	
71402 & 71403	Travel, Lodging, Mileage, Meals & Entertainment	\$76,425	2.2%	\$40,000	1.1%	\$36,425	91.06%	
71404	Board Meeting Expenses	\$31,000	0.9%	\$30,500	0.9%	\$500	1.64%	
714XX	HAB BOLD Participation	\$18,000	0.5%	\$0	0.0%	\$18,000	100.00%	
	Commissioner Expenses Subtotal	\$130,425	3.8%	\$73,500	2.1%	\$56,925	77.45%	
Information Technology:								
73001 & 73002	Network Maintenance, Hardware, Software & Licenses	\$51,430	1.5%	\$48,610	1.4%	\$2,820	5.80%	
73003 & 73005	IT Support, Consulting & IT Service	\$55,710	1.6%	\$55,000	1.5%	\$710	1.29%	
73004	Accounting & Assessment System	\$8,850	0.3%	\$7,910	0.2%	\$940	11.88%	
	Information Technology Subtotal	\$115,990	3.3%	\$111,520	3.1%	\$4,470	4.01%	
Depreciation, Interest & Other Admin:								
78101	Admin Staff Travel	\$30,000	0.9%	\$9,000	0.3%	\$21,000	233.33%	
78201	Depreciation Expense	\$39,060	1.1%	\$46,463	1.3%	(\$7,403)	-15.93%	
78401 & 78501	Dues & Reg., Education, Training, Recruitment, Other	\$43,950	1.3%	\$143,575	4.0%	(\$99,625)	-69.39%	
78601	Temporary Help	\$25,000	0.7%	\$25,000	0.7%	\$0	0.00%	
	Depreciation, Interest & Other Admin Subtotal	\$138,010	4.0%	\$224,038	6.3%	(\$86,028)	-38.40%	
	Total Administration	\$3,466,160	100.0%	\$3,577,725	100.0%	(\$111,565)	-3.12%	



2022-23

**MARKETING BUDGET
COMPARISON**

**CALIFORNIA AVOCADO COMMISSION
MARKETING BUDGET COMPARISON
\$9,000,000 vs. \$8,000,000**

PROGRAM AREAS	2022-23 TOTAL BUDGETS (\$9,000,000)	2022-23 TOTAL BUDGETS (\$8,000,000)
Consumer Marketing	\$ 5,216,640.00	\$ 4,736,549.00
Consumer Public Relations	\$ 594,800.00	\$ 505,500.00
Living Well	\$ 101,880.00	\$ 88,430.00
Trade Marketing - Retail	\$ 2,156,430.00	\$ 1,825,380.00
Trade Marketing - Foodservice	\$ 725,000.00	\$ 690,000.00
Marketing Support	\$ 112,875.00	\$ 72,375.00
California Avocado Merchandise Shop	\$ 91,480.00	\$ 76,480.00
TOTAL MARKETING BUDGET:	\$ 8,999,105.00	\$ 7,994,714.00

**CALIFORNIA AVOCADO COMMISSION
CONSUMER MARKETING BUDGET
\$9,000,000 vs. \$8,000,000**

ACCOUNT #	ACCOUNT DESCRIPTION	2022-23 (\$9,000,000)	2022-23 (\$8,000,000)
51001-00-073	Media-Social/Custom-MULLEN	\$1,360,000.00	\$1,200,000.00
51001-50-073	Media-85% Rebate-MULLEN	\$1,840,000.00	\$1,700,000.00
	MEDIA TOTAL:	\$3,200,000.00	\$2,900,000.00
51002-00-073	Creative Development & Production-MULLEN	\$145,305.00	\$125,000.00
51801-50-073	Program Administration-Fees-MULLEN	\$1,453,785.00	\$1,361,799.00
55101-00-073	Email Content-MULLEN	\$30,000.00	\$30,000.00
55101-50-073	Website-MULLEN	\$260,800.00	\$200,000.00
55103-00-000	Social Media & Content Marketing-CAC	\$15,000.00	\$15,000.00
55103-00-073	Social Media Content Production-MULLEN	\$97,000.00	\$90,000.00
55303-00-067	Online & Social Media Support-ROMO	\$14,750.00	\$14,750.00
	ONLINE MARKETING TOTAL:	\$417,550.00	\$349,750.00
	CONSUMER MARKETING TOTAL:	\$5,216,640.00	\$4,736,549.00

**CALIFORNIA AVOCADO COMMISSION
CONSUMER PUBLIC RELATIONS BUDGET
\$9,000,000 vs. \$8,000,000**

ACCOUNT #	ACCOUNT DESCRIPTION	2022-23 (\$9,000,000)	2022-23 (\$8,000,000)
Consumer Public Relations			
54001-50-060	Chef Partnerships-Golin		
"	Season Opener	\$45,000.00	\$35,000.00
"	California Avocado Month	\$45,000.00	\$35,000.00
"	Recipe Development	\$25,000.00	\$25,000.00
54101-50-060	News Bureau-85% Rebate-Golin	\$60,000.00	\$60,000.00
54102-50-060	Media Tracking & Reporting-85% Rebate-Golin	\$70,000.00	\$70,000.00
	Public Relations Subtotal:	\$245,000.00	\$225,000.00
54205-50-000	Website Contributors & Social Support-CAC	\$85,000.00	\$65,000.00
54206-00-060	Brand Advocates Activity-Golin	\$164,300.00	\$115,000.00
	Webiste Contributors & Brand Advocates Subtotal:	\$249,300.00	\$180,000.00
54801-50-060	Program Administration Fees-85% Rebate-Golin	\$100,000.00	\$100,000.00
54802-50-060	Program Administration Expenses-85% Rebate-Golin	\$500.00	\$500.00
	Program Administration Subtotal:	\$100,500.00	\$100,500.00
	CONSUMER PUBLIC RELATIONS TOTAL:	\$594,800.00	\$505,500.00

**CALIFORNIA AVOCADO COMMISSION
CONSUMER/TRADE LIVING WELL BUDGET
\$9,000,000 vs. \$8,000,000**

ACCOUNT #	ACCOUNT DESCRIPTION	2022-23 (\$9,000,000)	2022-23 (\$8,000,000)
54206-00-000	Living Well Brand Advocates - Expenses	\$8,700.00	\$8,700.00
54206-00-000	Living Well Brand Advocates - Fees	\$27,650.00	\$23,800.00
54206-00-081	Living Well Brand Advocates - Fees-PJ/PR	\$55,530.00	\$45,930.00
	Brand Advocates Subtotal:	\$91,880.00	\$78,430.00
54801-00-081	Program Admin, Strategy & Planning-Fees-PJ/PR	\$10,000.00	\$10,000.00
	CONSUMER/TRADE LIVING WELL TOTAL:	\$101,880.00	\$88,430.00

CALIFORNIA AVOCADO COMMISSION
TRADE MARKETING - RETAIL BUDGET
\$9,000,000 vs. \$8,000,000

ACCOUNT #	ACCOUNT DESCRIPTION	2022-23 (\$9,000,000)	2022-23 (\$8,000,000)
TRADE RELATIONS			
Trade Advertising			
52001-50-066	Trade Advertising-Media-85% Rebate (Fusion)	\$222,000.00	\$122,000.00
52002-00-066	Production-LinkedIn Content Development/Maintenance (Fusion)	\$88,000.00	\$88,000.00
52002-50-066	Trade Advertising-Production-85% Rebate - Fees (Fusion)	\$28,000.00	\$28,000.00
	Trade Advertising Subtotal:	\$338,000.00	\$238,000.00
Trade PR			
52015-00-000	Trade PR Expenses-CAC (Invitees to Trade Events)	\$5,000.00	\$0.00
52015-00-067	Trade PR - Fees (ROMO)	\$27,700.00	\$27,700.00
	Trade PR Subtotal:	\$32,700.00	\$27,700.00
Trade Associations			
Dues			
52022-00-000			
"	FPFC Dues (1/23 - 12/23)	\$695.00	\$695.00
"	International Fresh Produce Association (1/23 - 12/23)	\$12,085.00	\$12,085.00
	Dues Subtotal:	\$12,780.00	\$12,780.00
Sponsorships/Trade Event Participation			
52023-00-000	Northern California Locations	\$2,450.00	\$2,450.00
52024-00-000	Southern California Locations	\$3,300.00	\$3,300.00
	Sponsorships - Southwest Territory Subtotal:	\$5,750.00	\$5,750.00

CALIFORNIA AVOCADO COMMISSION
TRADE MARKETING - RETAIL BUDGET
\$9,000,000 vs. \$8,000,000

ACCOUNT #	ACCOUNT DESCRIPTION	2022-23 (\$9,000,000)	2022-23 (\$8,000,000)
	Conventions		
52042-50-000	International Fresh Produce Association (The Global Produce & Floral Show)	\$157,000.00	\$121,450.00
	Conventions Subtotal:	\$157,000.00	\$121,450.00
	Retail Communications		
52052-00-081	Program Admin, Strategic Planning, Tracking & Reporting - Fees (PJ/PR)	\$22,000.00	\$22,000.00
52053-00-081	Retail Communications - Retail Resources - Fees (PJ/PR)	\$8,000.00	\$8,000.00
52055-00-081	Key Account Marketing Communications - Fees (PJ/PR)	\$125,500.00	\$118,500.00
	Trade/Retail Communications Subtotal:	\$155,500.00	\$148,500.00
	Key Account Coverage		
52071-50-075	David Anderson - Midwest Territory/Corporate (Fees)	\$85,000.00	\$85,000.00
52075-50-013	Carolyn Becker - West Territory (Fees)	\$144,000.00	\$144,000.00
	Key Account Coverage Subtotal:	\$229,000.00	\$229,000.00
	TRADE RELATIONS TOTAL:	\$930,730.00	\$783,180.00

CALIFORNIA AVOCADO COMMISSION
TRADE MARKETING - RETAIL BUDGET
\$9,000,000 vs. \$8,000,000

ACCOUNT #	ACCOUNT DESCRIPTION	2022-23 (\$9,000,000)	2022-23 (\$8,000,000)
RETAIL PROMOTIONS			
Retail Promotions			
52014-00-067	Marketing Support Services - Fees (ROMO)	\$39,500.00	\$39,500.00
52016-00-000	Recipe Development-CAC	\$2,500.00	\$2,500.00
52016-00-067	Recipe Development - Fees (ROMO)	\$3,000.00	\$3,000.00
52113-00-040	Co-Marketing - Retail Photo Shoots (retail assets)-CAC	\$26,500.00	\$26,500.00
"	Grower Photography/Videography-CAC	\$10,000.00	\$7,000.00
	Retail Promotions Subtotal:	\$81,500.00	\$78,500.00
Retail Performance Programs - Territory Budgets			
52124-00-000	Retail Performance Programs-Retail Promotions	\$485,000.00	\$425,000.00
52125-00-000	Retail Brand Awareness Programs	\$150,000.00	\$75,000.00
52129-00-000	Retailer Social Media Advertising Support	\$15,000.00	\$10,000.00
52131-00-000	Retail Merchandising Services - POS Placement	\$15,000.00	\$10,000.00
52134-00-000	Export Program	\$70,000.00	\$60,000.00
	Retail Performance Programs Subtotal:	\$735,000.00	\$580,000.00
Retail Support			
52301-50-000	Premiums	\$3,500.00	\$2,000.00
52302-50-000	POS Materials	\$3,500.00	\$2,000.00
52303-00-000	Storage & Fulfillment	\$40,000.00	\$40,000.00
	Retail Support Subtotal:	\$47,000.00	\$44,000.00
	RETAIL PROMOTIONS TOTAL:	\$863,500.00	\$702,500.00

CALIFORNIA AVOCADO COMMISSION
TRADE MARKETING - RETAIL BUDGET
\$9,000,000 vs. \$8,000,000

ACCOUNT #	ACCOUNT DESCRIPTION	2022-23 (\$9,000,000)	2022-23 (\$8,000,000)
DATA, RESEARCH & ANALYSIS			
	Data Purchase		
52202-00-078	Retail POS Scan Data-IRI	\$70,000.00	\$70,000.00
	Data Purchase Subtotal:	\$70,000.00	\$70,000.00
	Retail Data Monitoring and Reporting		
52204-00-066	Data Analysis & Ad Hoc Reporting - Fees (Fusion)	\$73,500.00	\$63,500.00
"	Retail Monitoring Reports - Fees (Fusion)	\$33,000.00	\$33,000.00
52206-00-086	Inventory Reporting (Peirce)	\$2,700.00	\$2,700.00
	Retail Reseach and Analysis		
52211-00-066	Tiered-Acct Planning, Consultation, Reporting & Support - Fees (Fusion)	\$56,000.00	\$56,000.00
52213-00-066	Planning & Program Administration (Fusion)	\$53,500.00	\$53,500.00
	Data Analysis, Audit and Reporting Subtotal:	\$218,700.00	\$208,700.00
	DATA, RESEARCH & ANALYSIS TOTAL:	\$288,700.00	\$278,700.00
ADMINISTRATION			
	Grower Communications		
52140-00-098	Grower Communications (GingerRoot)	\$11,000.00	\$11,000.00
	Travel		
52401-00-004	Jan DeLyser	\$7,500.00	\$5,000.00
52401-00-019	Marketing Staff	\$20,000.00	\$15,000.00
	Travel Subtotal:	\$27,500.00	\$20,000.00
	Office Expense		
52411-00-019	Marketing Staff	\$35,000.00	\$30,000.00
	ADMINISTRATION TOTAL:	\$73,500.00	\$61,000.00
	MERCHANDISING TOTALS:	\$2,156,430.00	\$1,825,380.00

CALIFORNIA AVOCADO COMMISSION
TRADE MARKETING - FOODSERVICE BUDGET
\$9,000,000 vs. \$8,000,000

ACCOUNT #	ACCOUNT DESCRIPTION	2022-23 (\$9,000,000)	2022-23 (\$8,000,000)
Media & Ad Production			
53001-50-070	Media (KC)	\$73,800.00	\$57,900.00
53002-50-070	Production (KC)	\$25,000.00	\$25,000.00
	Media Subtotal:	\$98,800.00	\$82,900.00
Public Relations			
53101-00-070	Social Media Posts (KC & Culinary Support)	\$4,000.00	\$4,000.00
53101-50-070	Product Releases (KC)	\$37,500.00	\$39,800.00
53101-50-070	IFEC NRA Reception & Annual Conference (KC)	\$22,000.00	\$22,000.00
	Public Relations Subtotal:	\$63,500.00	\$65,800.00
Foodservice Events			
53103-50-070	Events (KC)	\$230,200.00	\$230,200.00
53103-50-070	California AvoTour (KC)	\$30,300.00	\$28,500.00
53103-50-070	Events (Culinary Support)	\$32,000.00	\$32,000.00
53103-50-070	California AvoTour (Culinary Support)	\$4,000.00	\$4,000.00
	Foodservice Events Subtotal:	\$296,500.00	\$294,700.00
Chain Promotions			
53104-50-070	Chain Promotions - Menu Concepts (KC)	\$11,000.00	\$4,600.00
53104-50-070	Chain Promotions - Menu Concepts (Culinary Support)	\$19,200.00	\$6,000.00
53104-50-070	Chain Promotions - Merchandising Support (KC)	\$180,000.00	\$180,000.00
	Chain Promotions Subtotal:	\$210,200.00	\$190,600.00
53105-00-070	Culinary Education (KC)	\$2,000.00	\$2,000.00
53801-50-070	Program Administration-Fees (KC)	\$50,000.00	\$50,000.00
53802-50-070	Program Administration-Expenses (KC)	\$4,000.00	\$4,000.00
	FOODSERVICE TOTALS:	\$725,000.00	\$690,000.00

CALIFORNIA AVOCADO COMMISSION
MARKETING ACTIVITIES SUPPORT BUDGET
\$9,000,000 vs. \$8,000,000

ACCOUNT #	ACCOUNT DESCRIPTION	2022-23 (\$9,000,000)	2022-23 (\$8,000,000)
51003-00-000	Buy California Marketing Agreement	\$25,000.00	\$25,000.00
51803-00-000	Merchandising/Marketing Meetings/Calls	\$1,000.00	\$1,000.00
51803-00-067	Marketing Planning/Special Projects-Fees (ROMO)	\$47,875.00	\$46,375.00
57002-00-000	Consumer Research - California Avocado Tracking Study	\$39,000.00	\$0.00
MARKETING ACTIVITIES SUPPORT TOTAL:		<u>\$112,875.00</u>	<u>\$72,375.00</u>

CALIFORNIA AVOCADO COMMISSION
MERCHANDISE SHOP BUDGET
\$9,000,000 vs. \$8,000,000

ACCOUNT #	ACCOUNT DESCRIPTION	2022-23 (\$9,000,000)	2022-23 (\$8,000,000)
EXPENSES			
57700-00-000	Merch Shop - Fulfillment & Customer Service	\$12,000.00	\$12,000.00
57801-00-073	Merch Shop - Marketing - Mullen	\$25,000.00	\$20,000.00
57801-00-301	Merch Shop Program Fee - PMCI	\$9,600.00	\$9,600.00
57801-00-303	Merch Shop Program Fee - Shopify	\$4,880.00	\$4,880.00
57810-00-073	Merch Shop Product Listing Ads - Mullen	\$25,000.00	\$25,000.00
17000-00-000	Merch Shop Merchandise Procurement & Photography	\$15,000.00	\$5,000.00
	Total:	\$91,480.00	\$76,480.00
		Expenses	\$76,480.00
		Revenue-COGS	\$4,500.00
		\$91,480.00	\$4,500.00



BOARD ACTION

ITEM 8.b: RECOMMEND REPRESENTATIVES TO THE HASS AVOCADO COMMITTEE

SUMMARY:

In January 2014 the Hass Avocado Board (HAB) approved a proposal presented by their International Representation Committee that allows offshore representatives of the avocado industry to have a voice and a vote on matters before they are considered by the HAB board. As a result, the Hass Avocado Committee (HAC) was created to make recommendations that assist the HAB to carry out the purposes and objectives of the Act and Order. The composition of the committee includes current HAB board members (directors and alternates) and one representative and one alternate from each organization receiving HAB rebate assessment dollars.

On August 24, 2022 CAC received a letter from HAB Chairman Salvador Dominguez requesting names of individuals to serve, on behalf of CAC, as a member and alternate on the HAC for a one-year term beginning December, 2022. This request is now brought before the CAC Board to consider names of representatives to serve on the HAC. For reference, current CAC representatives serving on the HAC as member and alternate are Rachael Laenen and Ohannes Karaoghlanian, respectively. At the time of this writing, Maureen Cottingham and Connor Huser have expressed their interest and willingness to serve as HAC member and alternate, respectively.

FISCAL ANALYSIS:

- Not applicable.

BOARD OPTIONS:

- Recommend a member and alternate to serve on the HAC

STAFF RECOMMENDATION:

- Staff recommends the CAC Board discuss and submit the names of a member and alternate to serve on the HAC

EXHIBITS / ATTACHMENTS:

- Letter from HAB Chairman Salvador Dominguez Requesting CAC Representatives for Hass Avocado Committee
- Hass Avocado Committee Functions and Composition

August 24, 2022
Mission Viejo, CA

Via Email

California Avocado Commission
Rob Grether, Chairman

Dear Chairman Grether,

In accordance with the Hass Avocado Committee (HAC) appointment and nomination process approved by the Hass Avocado Board in 2014 (attached for your reference), I am writing to seek the names of individuals who wish to serve as the California Avocado Commission (CAC) representative member and alternate on the HAC. Please provide one or multiple names for the member and alternate position by November 15, 2022. In choosing your nominees, it would be preferable that the individuals are voting board members of the CAC board during the November 2022 to October 2023 period.

HAC members will be appointed by the Board at the annual meeting which will be held on December 6 & 7, 2022. The first meeting of the newly appointed HAC will be on December 6 & 7, 2022. The term of the committee shall be one year, but an existing committee may serve until the new committee is available to be seated. Please note that HAC usually meets four times per year, all meetings take place in the United States or via zoom and are carried out in English. HAB will pay for all expenses incurred by the committee members and alternates according to the HAB's Travel Policy.

HAC strengthens the relationships and collaboration between HAB and the member organizations that obtain 85% of the assessment revenue. HAB looks forward to continuing the engagement with your organization and to receiving your nomination no later than November 15, 2022. If you have any questions, please don't hesitate to contact me or Emiliano Escobedo.

Sincerely,



Salvador Dominguez, Chairman
Hass Avocado Board

cc: Ken Melban

Attachments: Hass Avocado Committee Functions



Hass Avocado Committee

Composition, nominations and appointments, quorum, voting and procedures

COMPOSITION:

- Seven producer members of HAB (nominated and appointed in the matter specified below).
- Five importer members of HAB (nominated and appointed in the matter specified below).
- One member from each importer organization certified by the Secretary to receive assessment funds under Section 1219.58 of the Order (nominated and appointed in the matter specified below).
- One member representing the California Avocado Commission (nominated and appointed in the matter specified below).
- Each member of the committee shall have an alternate, who may serve in the absence of the committee member.

Note: Throughout, this document we will use the term “member organizations” to refer to the importer and state associations that receive assessments through the Act and the Order.

NOMINATIONS AND APPOINTMENTS:

- Around 90 days before the annual meeting, the HAB chair shall communicate to the member organizations and other organizations representing the avocado industry within the growing regions to seek, through the member organizations, the names of individuals who wish to serve as members and alternates of the committee.
- Each member organization, through its chief executive, shall submit to the HAB chair the names of the individuals nominated to serve as the member and alternate on the committee. Each organization may provide one name or multiple names for each member and alternate position. In addition, the member organization is to nominate an alternate for a position and may provide one name or multiple names for an alternate position. In choosing their nominees, the member organizations shall consider the ability of the individual nominated to serve on the committee to travel to attend meetings in the United States.
- The chair of HAB shall appoint the committee chair, subject to the approval of the HAB, and may appoint a vice chair or other officers he or she deems appropriate. The HAB chair shall appoint, from the names provided by the member organizations, the individuals who will occupy

the member organization seats on the committee. If no name has been submitted for a position, the chair of HAB may appoint someone for that position. The HAB chair shall also appoint the producer and importer members and their alternates appointed by the Secretary to serve on the HAB. The same process will be repeated for alternate positions.

- The appointments shall occur on or soon after the annual meeting in which the HAB appoints a chair. The term shall be one year, but an existing committee may serve until the new committee is available to be seated.

QUORUM AND VOTING:

- The committee may only take action if a quorum is established either in person or via electronic means. A quorum shall be established if a majority (one more vote than 50 percent) is present.
- A motion before the committee is approved only if favored by a simple majority (one more vote than 50 percent) of each of the three categories voting in the affirmative. In other words, for a motion to pass, it must receive favorable votes from (a) four of the seven producers, (b) three of the five importers, and (c) three of the four association members.
- The voting requirements apply to the committee only; for HAB, a motion passes if favored by a majority of those voting.

PROCEDURES:

- The HAB and the committee shall meet at the same location, date and time of the HAB meetings.
- First, the committee will consider its business and provide its recommendations.
- When the committee completes its consideration of its business, the HAB shall then convene and vote on matters on which the committee has approved. A motion not approved by the HAB may not be forwarded to the Secretary for approval. In addition, HAB may consider any motion that failed passage in the committee.
- Because HAB members have already participated in the discussions and approved items of business of the committee, the motions before the HAB or other business may be voted on either individually or as a group.