



2019-20 BUSINESS PLAN

(Approved by CAC Board on October 9, 2019)

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CAC Priorities

CAC Priority No. 1

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

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

CAC Priority No. 2

Advocate for, and engage with, the industry

CAC Priority No. 3

Support industry strategy through research and outreach

CAC Priority No. 4

Cultivate organizational excellence / Demonstrate effective use of resources



INDUSTRY STRATEGIC INTENT 2025

Industry Strategic Intent 2025

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

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

California Avocados will occupy a premium position in the market.

Key Industry Aspirations

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

Consequently, we aspire to the following outcomes:

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

Competitive Advantages

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

Brand Positioning/Promise

California Avocados Are Not Just Made In, But Made of California

- 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

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

Objective: Increase California Avocado perceived value, preference and loyalty with our targets and achieve a premium price

Strategies:

- A. Identify and leverage consumer and trade messaging that dimensionalizes the difference between California Avocados and avocados of other origins, (e.g. aspects of freshness, locale/provenance/terroir, locally/domestically grown, grower practices, grower character, California lifestyle and culture)
- B. To the trade, communicate the business benefits of carrying and promoting California avocados in season
- C. Build high-value distribution and marketing opportunities for California Avocados, including export
- D. Solidify handler, retailer and foodservice operator commitment to California Avocados and focus customized marketing support where these commitments are realized

- E. Stimulate anticipation and readiness for Fresh California Avocado season and promote exclusive seasonal availability among targeted trade, influencers and consumers
- F. Tailor programs to targeted consumers, retailers and foodservice operators who have demonstrated a willingness to pay a premium for California Avocados
- G. Encourage targeted customers and consumers to seek out and purchase in-season California Avocados
- H. Communicate superiority and premium quality of Fresh California Avocados
- I. Maintain California Avocado messaging throughout the year with a focus on communications leading up to and during the harvest season
- J. Identify and create opportunities that inject California Avocados into hyper-relevant cultural moments
- K. Leverage brand advocates, influencers and fans and encourage sharing of “why California Avocado” messages and content
- L. Create and strive for prominent California Avocado brand identification in communications, at point-of-purchase and other retailer/foodservice operator touchpoints
- M. Promote the unique competitive advantage of Fresh California Avocados as the only locally (or domestically) grown premium avocados, including (for retail only) a focus on American Summer Holiday promotions

Performance Measures:

- Growth in consumer engagement for the fiscal year 2019-20 vs. 2018-19 benchmarks (*Benchmarks to come upon availability of 2018-19 performance data*)
 - Increased engagement rate (TBD% video completion rate, TBD% social engagement rate)
 - Increase in website visits vs. benchmark (TBD)
 - Increase organic (non-paid) sessions to the site vs. benchmark (TBD)
 - Increase in retail and foodservice consumer engagement rates vs. benchmark, including: TBD% click through rate and TBD% social engagement rate
- 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
- Handler, retailer and foodservice performance results measured by retailer and foodservice promotional agreements

- Improvement in foodservice marketing metrics vs. benchmark 2018-19
 - Secure at least 50% of 2018-19 partners with 2019-20 program
 - Increase new foodservice partnerships by a minimum of two
- Improvement in retail marketing metrics vs. benchmark 2018-19
 - A minimum of 80% of target (Tier 1) retail customers merchandising California Avocados
 - Place a minimum of 2,500 retail display bins with targeted customers
- Using the 2017 CAC summer/fall tracking study as a benchmark, measure maintenance of attribute ratings among California consumers
 - Attribute ratings for California origin
 - Benchmarks: 46% for best tasting, 50% for most premium quality, 59% 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: 72% care about U.S. grown; 48% look for origin
- Using the 2017 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: 70% prefer California, 19% prefer any other, 11% no preference/not sure
- Using the 2017 CAC summer/fall tracking study as a benchmark, measure maintenance in consumer association between avocados and summer among California consumers
 - Benchmark: 61% associate California Avocados with spring
 - Benchmark: 73% associate California Avocados with summer

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 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. 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
- Conduct annual orientation, training and evaluation programs that improve the effectiveness of the seated CAC Board of Directors and encourage recruitment of prospective members
- Positive evaluation of financial sustainability by California Avocado Commission Finance Committee
- Balanced budget confirmed by year-end financial statements



CONSUMER MARKETING

2019-20 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; Program Administration	AGENCY: MullenLowe
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PRIORITY 1: Position California Avocados to be the world’s most-valued and desired avocados *

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

OBJECTIVE: Increase California Avocado perceived value, preference and loyalty with our targets and achieve a premium price

STRATEGIES:

- A. Identify and leverage consumer and trade messaging that dimensionalizes the difference between California Avocados and avocados of other origins, (e.g. aspects of freshness, locale/provenance/terroir, locally/domestically grown, grower practices, grower character, California lifestyle and culture)
- C. Build high-value distribution and marketing opportunities for California Avocados, including export
- D. Solidify handler, retailer and foodservice operator commitment to California Avocados and focus customized marketing support where these commitments are realized
- E. Stimulate anticipation and readiness for Fresh California Avocado season and promote exclusive seasonal availability among targeted trade, influencers and consumers
- F. Tailor programs to targeted consumers, retailers and foodservice operators who have demonstrated a willingness to pay a premium for California Avocados
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- I. Maintain California Avocado messaging throughout the year with a focus on communications leading up to and during the harvest season
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- K. Leverage brand advocates, influencers and fans and encourage sharing of “why California Avocado” messages and content
- L. Create and strive for prominent California Avocado brand identification in communications, at point-of-purchase and other retailer/foodservice operator touchpoints
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2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Media and Search Engine Optimization	AGENCY: MullenLowe
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Comprehensive Media Plan Development</p> <ul style="list-style-type: none"> • Develop a comprehensive on- and offline media plan (applicable to all media channels, including digital and social): <ul style="list-style-type: none"> ○ Media plan will include new tactics to support new creative messaging • Build media plan that reaches the Premium Californian target, including all applicable age groups from Boomers, Gen X, Millennials and Gen-Z. Media plan also will include tactics to target super users based on 2018-19 learnings • Activate consumers seeking avocados at or around retailers who merchandise California Avocados • Negotiate all added value and savings with media partners • Include custom content partnerships based on learnings from 2018-19 • Include influencer activation program • Support targeted retail and foodservice account-specific initiatives 	11/1/19	9/7/20	\$3,750,000	<ul style="list-style-type: none"> • Media plan recommendation by 11/1/19 • Media plan to include the following assets: audio, outdoor, digital media and content, events, paid social and search • Revised media plan recommendation (if applicable, within two to four weeks of initial recommendation, depending on feedback) • Negotiated plan recap by 1/31/20 • Retailer and foodservice-specific media plans in season for CAC's owned social platforms (target 25 recommendations)

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Media and Search Engine Optimization (cont'd)	AGENCY: MullenLowe
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Media Plan Maintenance and Reporting</p> <ul style="list-style-type: none"> Maintain and optimize media plan Provide monthly reports on campaign progress and optimization recommendations when applicable Implement approved optimization recommendations Provide a campaign wrap-up report summarizing the campaign's performance and providing insight and direction for the following year's campaign Manage and analyze consumer marketing research with Nielsen 	1/2/20	10/31/20	(cont'd)	<ul style="list-style-type: none"> Media plan schedules by 1/31/20 Media purchasing and implementation per approved plan Bi-monthly reporting and optimization recommendations during consumer media campaign Campaign wrap-up report (six weeks after campaign conclusion) Key Performance Indicators (KPIs) for campaign are noted above in performance measures Retailer and foodservice-specific wrap-up report (target 20) Nielsen wrap-up report to be provided after campaign conclusion

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Media and Search Engine Optimization (cont'd)	AGENCY: MullenLowe
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Search Engine Optimization (SEO) Monitor organic search and optimize efficiency, targeting and effectiveness:</p> <ul style="list-style-type: none"> • Provide monthly report outlining project progress, key insights, website traffic increases and keyword rank growth • Conduct metadata refresh, write metatitles and descriptions and map to appropriate pages using PPC (Pay Per Click) data • Provide SEO support on site speed project • Provide SEO support on new merchandise project • Create and launch backlink outreach campaign to acquire backlinks to two content pages on CaliforniaAvocado.com • Identify optimization gaps and lingering issues that need to be fixed for improved SEO performance, including: <ul style="list-style-type: none"> ○ Metadata refresh of top pages ○ Site speed analysis and recommendations 	11/1/19	10/31/20	(cont'd)	<ul style="list-style-type: none"> • Technical SEO audit by 12/1/19 • Ongoing stewardship during implementation of recommendations • Monthly reporting throughout the year (12 total) • Backlink prospecting and outreach for two content pages from April 2020 - September 2020
CONSUMER MARKETING:				
MEDIA AND SEARCH ENGINE OPTIMIZATION			\$3,750,000	
(MULLENLOWE) SUBTOTAL:				

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Creative Development and Production	AGENCY: MullenLowe
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><i>The Best Avocados Have California in Them Integrated Campaign</i> Extend the campaign, focusing on the locally grown advantage, seasonal availability and dimensionalizing California:</p> <ul style="list-style-type: none"> • Facilitate alignment across agencies in premium, targeted approach and execution for efficient integration • Manage efficient, innovative asset production for paid and owned media • Incorporate prominent California Avocado branding in assets and communications • Develop digital banner creative for integrated programs based on the programs' specific briefs • Develop creative content that communicates superiority and premium quality of Fresh California Avocados for strategic seasonal program promotions 	11/1/19	10/31/20	\$434,000	Creative campaign assets that support approved media plan by 2/15/19, rolling based on launch date: <ul style="list-style-type: none"> • Assets for the Retail Marketing Program materials by 11/30/19 • Season Opener assets as determined by the media plan by 2/15/20 • Number of assets dependent upon approved project brief
CONSUMER MARKETING: CREATIVE DEVELOPMENT AND PRODUCTION (MULLENLOWE) SUBTOTAL:			\$434,000	

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Website	AGENCY: MullenLowe
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Website Maintenance <ul style="list-style-type: none"> Perform ongoing overall site maintenance and back-end support Support for minor, campaign-specific UI (user interface) and UX (user experience) updates 	11/1/19	10/31/20	\$120,000	<ul style="list-style-type: none"> Front and back-end code cleanup as needed Help desk support as needed Kentico (website software) license and support as needed Implementation of SEO audit recommendations
Third-Party Annual Hosting Services	11/1/19	10/31/20	\$45,000	<ul style="list-style-type: none"> Cloud hosting services CDN (Content Delivery Network) ensures better and faster website performance WAF (Web Application Firewall) protects website from common security threats Cloud backups Monitoring and antivirus Hosted email services
Website Content Management System (CMS) & Backend Rebuild Project Complete rebuild of website on a more modern CMS software platform, improving site speed and scalability and ensuring continued support from CMS vendor	11/1/19	10/31/20	\$312,000	Project commencement in FY 2018-19; deliverables and definitive completion date in FY 2019-20 as specified in project brief
Content Migration Migrate content from existing site to new site as part of the CMS & Backend Rebuild Project	11/1/19	3/1/20	\$42,000	Migration of all existing content onto new platform, as specified in project brief
CONSUMER MARKETING: WEBSITE (MULLENLOWE) SUBTOTAL:			\$519,000	

2019-20 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 options and key learnings from 2019 <ul style="list-style-type: none"> • Continue email header and subject line testing in 2020 	11/1/19	10/31/20	N/A	Reporting and recommendations shared twice a year, pre- and post-season
Email Content Develop an annual email themes calendar and monthly newsletters, including content from existing assets, that leverages the unique competitive advantage of Fresh California Avocados as the only locally (or domestically) grown premium avocados	11/1/19	10/31/20	\$45,000	<ul style="list-style-type: none"> • Annual email themes calendar by 12/1/19 • 14 regular emails over 7 months (2 per month starting in March) • 3 one-off emails • 2 email series, consisting of up to 4 emails per series
CONSUMER MARKETING: EMAIL PROGRAM (MULLENLOWE) SUBTOTAL:			\$45,000	

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Social Media and Content Marketing	AGENCY: MullenLowe
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Social Media Strategy and Planning</p> <ul style="list-style-type: none"> • Develop 2020 social strategy: incorporate learnings from 2019, add strategic builds for 2020 and new uses of emerging technologies and platform features • Identify 2020 opportunities to inject California Avocados into timely, relevant conversations; develop cultural editorial plan • Create criteria for 2020 brand social partnerships; develop creative best practices and social specs 	11/1/19	10/31/20	\$12,500	<ul style="list-style-type: none"> • 2020 social goals, strategy and KPIs by 12/6/19 • Opportunistic cultural editorial recommendations by 12/6/19 • Social partnership criteria, best practices and specs by 12/13/19
<p>Social Media Content Production</p> <p>Implement social strategy that dimensionalizes the difference 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 Pre-Season, Retailer, Season Opener and California Avocado Month and encourage sharing of key California Avocado messages • Develop opportunistic social content, including but not limited to real-time lifestyle assets that support in-season content strategy • Identify and engage Premium Californians who interact with California Avocados on social, use incentives (merchandise, social shout-outs on the brand channels, etc.) encouraging fans to share key messages with their own social audiences 	11/1/19	10/31/20	\$122,750	<ul style="list-style-type: none"> • Continued monitoring, engagement and measuring against our goals and KPIs as identified in social media brief • Opportunistic cultural editorial calendar by 12/6/19 • Opportunistic social concepts and recommendations with input from Golin by 2/5/19 • Ongoing content ideation and execution based on CAC priorities • Ongoing surprise-and-delight social recommendations and package shipments

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Social Media and Content Marketing (cont'd)	AGENCY: MullenLowe
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Social Media Monitoring and Analytics Manage and monitor customer-service tool (Buffer Reply or similar tool) and analytics tools (Quintly, Crimson Hexagon or similar tool)	11/1/19	10/31/20	\$7,500	<ul style="list-style-type: none"> 2 quarterly reports (November - January, February - April) 4 monthly reports (May - August) 1 annual report due by week of 10/21/20 Campaign recaps (1-2 campaign-specific, high-level reports)
Scoop Blog Develop posts that support key California Avocado messages, building brand awareness and encouraging targeted consumers to seek out and purchase California Avocados in season	11/1/19	10/31/20	N/A	Original blog posts: 2-3 based on channel objectives, plan strategies, Search Engine Optimization recommendations, partner priorities (Golin and other stakeholders) and content themes
CONSUMER MARKETING: SOCIAL MEDIA AND CONTENT MARKETING (MULLENLOWE) SUBTOTAL:			\$142,750	

PROGRAM: Consumer Marketing	ACTIVITIES: Online and Social Media Support	AGENCY: Rockwell Morrow
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Digital Integration and Review <ul style="list-style-type: none"> 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 Support online recipe program, including recipe editing and testing 	11/1/19	10/31/20	\$14,750	Timely response and delivery for ongoing requests
CONSUMER MARKETING: ONLINE AND SOCIAL MEDIA SUPPORT (ROCKWELL MORROW) SUBTOTAL:			\$14,750	

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Program Administration	AGENCY: MullenLowe
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Concept and produce creative elements that support the California Avocado consumer marketing campaign, including prominent California Avocado brand identification	11/1/19	10/31/20	\$1,695,527	Creative campaign elements as needed per the approved media plan <i>*Deliverable details to be confirmed upon media plan approval</i>
Manage the overall functionality and technical development of the site with a third-party vendor	11/1/19	10/31/20		Ongoing site maintenance and improvement as determined by vendor requirement specifications
Provide strategic direction and consultation, including social media strategy and planning	11/1/19	10/31/20		<ul style="list-style-type: none"> Consumer and industry trends presentation Insights and analysis Ongoing community management support and monitoring of social conversation Social copy recommendations for retailer-owned social channels (target 10 recommendations)
Contribute to CAC grower and handler communications, GreenSheet and From the Grove	11/1/19	10/31/20		4 GreenSheet outlines and 2 From the Grove article contributions as requested by CAC
Contribute to presentations as requested by CAC	11/1/19	10/31/20		Content for Board and Marketing Committee meeting reports and Dashboard updates, as directed by CAC
<ul style="list-style-type: none"> Negotiate, purchase and reconcile media for all consumer advertising components, with media focused on target markets leading up to and during the season Provide ongoing stewardship of media partnerships, including content development and retail buy maintenance 	11/1/19	10/31/20		Target market and area/event-specific media plan and all corresponding needs
CONSUMER MARKETING: PROGRAM ADMINISTRATION (MULLENLOWE) SUBTOTAL:				\$1,695,527

TOTAL CONSUMER MARKETING BUDGET: \$6,601,027



CONSUMER PUBLIC RELATIONS

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

OBJECTIVE: Increase California Avocado perceived value, preference and loyalty with our targets and achieve a premium price.

STRATEGIES:

- A. Identify and leverage consumer and trade messaging that dimensionalizes the difference between California Avocados and avocados of other origins, (e.g. aspects of freshness, locale/provenance/terroir, locally/domestically grown, grower practices, grower character, California lifestyle and culture)
- C. Build high-value distribution and marketing opportunities for California Avocados, including export
- E. Stimulate anticipation and readiness for Fresh California Avocado season and promote exclusive seasonal availability among targeted trade, influencers and consumers
- G. Encourage targeted customers and consumers to seek out and purchase in-season California Avocados
- H. Communicate superiority and premium quality of Fresh California Avocados
- I. Maintain California Avocado messaging throughout the year with a focus on communications leading up to and during the harvest season
- J. Identify and create opportunities to inject California Avocados into hyper-relevant cultural moments
- K. Leverage brand advocates, influencers and fans and encourage sharing of “why California Avocado” messages and content
- L. Create and ensure prominent California Avocado brand identification in communications, at point-of-purchase and other retailer/foodservice operator touchpoints
- M. Promote the unique competitive advantage of Fresh California Avocados as the only locally (or domestically) grown premium avocados, including (for retail only) a focus on American Summer Holiday promotions

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Public Relations	ACTIVITIES: Public Relations	AGENCY: Golin
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Launch the California Avocado Season at Pebble Beach Food & Wine Festival (April 16-19, 2020)</p> <ul style="list-style-type: none"> • Leverage the Pebble Beach Food & Wine Festival (and its 8,500 attendees) as an iconic California location known for premium food, wine and chefs as a moment-in-time to kick-off California Avocado season • Create a presence at the Pebble Beach Food & Wine Festival that brings to life the seasonal availability and premium messaging of California Avocados • Develop new assets, including recipes from chef partners and images for media outreach, CaliforniaAvocado.com and CAC social channels • Develop and conduct a consumer media relations effort announcing “start” of California Avocado season with an Artisan Chef Partner (participating in the event) as a spokesperson: <ul style="list-style-type: none"> ○ Emphasize that California Avocados have exclusive seasonal availability ○ Communicate the fruit’s superiority and premium quality; as well as that California Avocados are part of the iconic California lifestyle 	11/1/19	5/1/20	\$150,000	<ul style="list-style-type: none"> • 2 recipes for “start” of season effort by 1/17/20; recipe testing complete by 2/14/20; recipe photography by 3/6/20 • 1 press release and 1 mat release ready for distribution by 4/1/20 (actual release date determined by crop timing) • Proactive media pitching to regional and national media • Inclusion in Pebble Beach Food & Wine Festival media announcements and opportunities • California Avocado brand presence at Pebble Beach Food & Wine Festival • Content for CAC social media channels; inclusion in Pebble Beach Food & Wine Festival social posts • Positive California Avocado coverage with a minimum 100 million consumer media impressions

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Public Relations	ACTIVITIES: Public Relations (cont'd)	AGENCY: Golin
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>The Best of California: California Avocado Grove Tour</p> <ul style="list-style-type: none"> • Create an elevated California Avocado grove experience that incorporates consumer media, foodservice, supermarket dietitians Living Well advocates and trade media attendees: <ul style="list-style-type: none"> ○ Host a weekend tour where attendees learn about the premium attributes and competitive advantage of California Avocados ○ Include overnight accommodations, meals, tour of grove, packing house and nursery ○ Incorporate elements of the California lifestyle to the experience (e.g. yoga, sound bath, tie-dye class using California Avocado seeds) • Educate attendees on the farm-to-fork journey of California Avocados, reinforce marketing message that “the best avocados have California in them” through “California lifestyle” activities and position CAC as a “go-to” resource for avocado information • Build excitement around and educate attendees about the upcoming California Avocado month 	11/1/19	6/15/20	\$80,000	<ul style="list-style-type: none"> • Confirm grove, packing house and/or nursery by 3/6/20 • Detailed plan and itinerary by 3/20/20 • 10 consumer media/influencer attendees • Content for CAC-owned and social channels • Achieve California Avocado coverage with a minimum 10 million consumer media impressions

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Public Relations	ACTIVITIES: Public Relations (cont'd)	AGENCY: Golin
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>California Avocado Month Featuring Artisan Chef Partners</p> <ul style="list-style-type: none"> • Elevate the premium California Avocado brand through a takeover of famous LA restaurant Vespertine as a kick-off event • Create and coordinate a California Avocado Month consumer promotion and media relations effort with Artisan Chef Partners throughout the state that promotes the unique, competitive advantage of California Avocados as the only locally (or domestically) grown premium avocados • Review past chef partners and expand relationships with those in targeted CAC markets, following the tiered-market approach; maintain Artisan Chef database • Identify chefs in targeted CAC markets to serve as California Avocado brand advocates • Coordinate efforts with foodservice partners and highlight all known restaurants across the state that will feature California Avocados on their menus during the month of June • Focus California Avocado Month media relations efforts on the chefs' predictions of "what's the next avocado toast" • Develop new assets, including chef recipes and images that showcase the superiority and premium quality of California Avocados • Emphasize California Avocados as an integral part of the iconic California lifestyle, and reinforce "the best avocados have California in them" campaign messaging 	11/1/19	7/31/20	\$245,000	<ul style="list-style-type: none"> • California Avocado Month kick-off event featuring immersive dining experience for media and influencers at Vespertine • 10-15 event attendees in July 20 • 5 recipes around California Avocado Month from Artisan Chef partners by 1/17/20 • Recipe testing completed by 2/14/20 • Recipe photography by 3/6/20 • 1 press release and 1 mat release ready for distribution no later than 5/22/20 • Proactive media outreach promoting California Avocado month regionally, and nationally as appropriate • Partnership activities with 6-8 chef partners in the key CAC markets during California Avocado Month • "Next avocado toast" predictions from at least 5 Artisan Chefs • Positive California Avocado coverage, resulting in a minimum 85 million consumer media impressions • Content to be used across CAC social channels and marketing materials

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Public Relations	ACTIVITIES: Public Relations (cont'd)	AGENCY: Golin
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Co-Branded Partnership</p> <ul style="list-style-type: none"> • Coordinate co-promotion partnership with another popular SoCal brand to produce co-branded California Avocado products that play up the message of “the best avocados have California in them”: <ul style="list-style-type: none"> ○ Explore opportunities with Vans shoes and a premium food brand to determine feasibility and desire to collaborate • Conduct media outreach around the availability of the co-branded California Avocado products • Leverage partnership to keep California Avocados top of mind with consumers 	11/1/19	8/31/20	\$70,000	<ul style="list-style-type: none"> • 1 co-branded California Avocado partnership confirmed by 1/31/20 • Press release announcing the partnership and product availability; timing based on approved project brief • Proactive media outreach around announcement and availability of product • Positive coverage of the California Avocado co-branded product with an estimated 150 million consumer media impressions
<p>News Bureau</p> <ul style="list-style-type: none"> • Secure media coverage around California Avocados in broadcast, print, social media, qualified blogs and online outlets that reach targeted consumers • Conduct media outreach and respond to media requests and inquiries, as directed by client • Partner with key bloggers on individual basis; develop California Avocado coverage and content • Conduct photo shoot and nutritional analysis on 6-8 new recipes around season opener and California Avocado Month 	11/1/19	10/31/20	\$35,000	<ul style="list-style-type: none"> • 6-8 new recipes by 1/17/20; recipe testing complete by 2/14/20; recipe photography by 3/7/20 • Comprehensive media lists and relationships with key media outlets and personalities

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Public Relations	ACTIVITIES: Public Relations (cont'd)	AGENCY: Golin
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
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 	11/1/19	10/31/20	\$80,000	<ul style="list-style-type: none"> • Timely monitoring, as needed, on specific issues, as directed by CAC • Content for Board meeting reports and Dashboard updates, as directed by CAC • Up to 10 clips for use in wrap-up reports and presentations to the Board
CONSUMER PUBLIC RELATIONS: PUBLIC RELATIONS (GOLIN) SUBTOTAL:			\$660,000	

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Public Relations	ACTIVITIES: Social Media Support and Brand Advocates	AGENCY: Golin
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Blog & Social Media Support Develop and coordinate digital content that encourages consumers to seek out and purchase in-season California Avocados:</p> <ul style="list-style-type: none"> • Oversee two bloggers' productions of rich content for the CAC blog • Partner with one to 2 guest influencers to develop video content for the CAC blog • Identify and present opportunistic social media responses throughout the year, with a focus on communications leading up to and during the harvest season that promote the superiority of California Avocados • Conduct social media advertising for integrated program partner activities, if appropriate • Conduct social media monitoring to identify rising trends or topics to inform editorial calendar 	11/1/19	10/31/20	\$90,000	<ul style="list-style-type: none"> • Editorial timeline for CAC blog content by 12/20/19 • 24 CAC blog blogger posts • Up to 6 pieces of video content from guest influencer (mythbuster or other identified topics across food, wellness and lifestyle) • Up to 6 opportunistic social media responses • Assets for up to 4 geo-targeted Facebook advertisements for promotion of California Avocado Month

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Public Relations	ACTIVITIES: Social Media Support and Brand Advocates (cont'd)	AGENCY: Golin
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Brand Advocates Leverage communications channels of third-party advocates, encouraging sharing of key messages</p> <ul style="list-style-type: none"> • Evolve formalized Food Blogger Advocate program; develop engaging California Avocado coverage and assets • Expand Wellness Blogger Advocate program; develop engaging California Avocado coverage and assets • Develop Lifestyle Blogger Advocate program; develop engaging California Avocado coverage and assets • Utilize the most effective social platforms for recipe development, photography and video • Engage Blogger Advocates to create content that promotes exclusive seasonal availability of California Avocados for the season opener in April • Engage Blogger Advocates and key bloggers to create content around California Avocado Month that communicates the superiority of California Avocados 	11/1/19	10/31/20	\$90,000	<ul style="list-style-type: none"> • Formalized Blogger Advocate program (2 Food Blogger Advocates, 2 Wellness Blogger Advocates and 2 Lifestyle Blogger Advocates) resulting in 24 blog posts (outside of program-specific posts) • 6 blog and social posts from blogger advocates around “start of season” • 6 blog and social posts from blogger advocates around California Avocado Month • California Avocado coverage with an estimated minimum 12 million consumer media impressions • Blogger Activity Reports • Development of 10 blogger recipes into CAC Online format, with nutrition analysis and posting on CAC’s website
CONSUMER PUBLIC RELATIONS: BRAND ADVOCATES (GOLIN) SUBTOTAL:			\$180,000	

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Public Relations	ACTIVITIES: Program Administration and Strategy/Planning	AGENCY: Golin
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
California Avocado Promotional Items Obtain and distribute prominently branded items to promote premium California Avocados for use at media and influencer events	11/1/19	10/31/20	\$10,000	California Avocado branded items for media and influencer events
Program Administration & Strategy/Planning <ul style="list-style-type: none"> • Provide administrative support surrounding Brand Advocates and Public Relations programs • Contribute to Board meeting presentations • Participate in strategic planning • Attend meetings, as directed by CAC • Develop/present Brand Advocates and Public Relations updates at Board meetings 	11/1/19	10/31/20	\$125,000	<ul style="list-style-type: none"> • Ongoing administrative activities • 6 GreenSheet outlines and 2 From the Grove articles • Content for Board and Marketing Committee meeting reports and Dashboard updates, as directed by CAC • Strategic planning participation, as directed by CAC • Board and committee meeting attendance and presentations, as directed by CAC • Monthly billing invoices and summary sheets and budget updates as requested
CONSUMER PUBLIC RELATIONS:				
PROGRAM ADMINISTRATION & STRATEGY/PLANNING (GOLIN) SUBTOTAL:			\$135,000	

TOTAL CONSUMER PUBLIC RELATIONS BUDGET: \$975,000



CONSUMER/TRADE LIVING WELL

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

OBJECTIVE: Increase California Avocado perceived value, preference and loyalty with our targets and achieve a premium price.

STRATEGIES:

- A. Identify and leverage consumer and trade messaging that dimensionalizes the difference between California Avocados and avocados of other origins, (e.g. aspects of freshness, locale/provenance/terroir, locally/domestically grown, grower practices, grower character, California lifestyle and culture)
- D. Solidify handler, retailer and foodservice operator commitment to California Avocados and focus customized marketing support where these commitments are realized
- E. Stimulate anticipation and readiness for Fresh California Avocado season and promote exclusive seasonal availability among targeted trade, influencers and consumers
- F. Tailor programs to targeted consumers, retailers and foodservice operators who have demonstrated a willingness to pay a premium for California Avocados
- G. Encourage targeted customers and consumers to seek out and purchase in-season California Avocados
- H. Communicate superiority and premium quality of Fresh California Avocados
- J. Identify and create opportunities that inject California Avocados into hyper-relevant cultural moments
- L. Leverage brand advocates, influencers and fans and encourage sharing of "why California Avocado" messages and content
- M. Promote the unique competitive advantage of Fresh California Avocados as the only locally (or domestically) grown premium avocados, including (for retail only) a focus on American Summer Holiday promotions

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer/Trade Living Well	ACTIVITIES: Living Well Brand Advocates	AGENCY: PJ/PR
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Living Well Brand Advocates Develop and coordinate content for CAC’s blog and leverage communications channels of third-party advocates that promotes the unique competitive advantage of Fresh California Avocados and encourages targeted consumers to seek out and purchase in-season California Avocados.</p> <ul style="list-style-type: none"> • Develop Living Well Advocates California Avocado product immersion and corporate overview session deck • Create CAC welcome kit for all advocates • Oversee activities of up to 7 Living Well Advocates per the approved agreements • Coordinate production of new assets for CAC’s blog • Oversee the development of 4 new recipes from concept to final, including recipe photography and nutrition analysis • Identify and present opportunistic social media responses during the season that promote the superiority of California Avocados and inject California Avocados into hyper-relevant cultural moments 	11/1/19	8/31/20	\$96,250	<ul style="list-style-type: none"> • Positive relationships with up to 7 brand advocates • Living Well Advocates California Avocado product immersion and corporate overview session deck by 12/15/19 • Development of editorial timeline for CAC blog content by 11/13/19 • Living Well Advocates California Avocado immersion and corporate overview session by 1/13/20 • Up to 7 CAC welcome kits by 2/28/20 • 3 articles for CAC’s blog, The Scoop • 1 reci-blog for CAC’s blog, The Scoop • 1 television segment on <i>San Diego Connect ABC 10</i> • Up to 4 new recipes and photos with testing and nutrition analysis by 3/1/20 • Content for Advocate channels <ul style="list-style-type: none"> ○ 2 Facebook Lives ○ 5 Facebook posts ○ 11 Twitter posts ○ 1 blog ○ 1 Instagram story ○ 3 Instagram posts ○ 2 e-newsletter posts ○ 1 YouTube video ○ 1 website post • Positive California Avocado coverage with an estimated minimum of 2.2M traditional and digital impressions
CONSUMER/TRADE LIVING WELL: LIVING WELL BRAND ADVOCATES (PJ/PR) BUDGET:			\$96,250	

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer/Trade Living Well	ACTIVITIES: Industry Memberships and Sponsorship	AGENCY: PJ/PR
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Industry Memberships & Sponsorship <ul style="list-style-type: none"> Oldways PBH 	11/1/19	10/31/20	\$27,500	<ul style="list-style-type: none"> CAC-executed agreement for Oldways CAC-executed agreement for PBH, including Consumer Connection Annual Conference sponsorship
CONSUMER/TRADE LIVING WELL: INDUSTRY MEMBERSHIPS AND SPONSORSHIP (PJ/PR) BUDGET:			\$27,500	

PROGRAM: Consumer/Trade Living Well	ACTIVITIES: Living Well Program Administration	AGENCY: PJ/PR
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Program Administration, Strategic Planning, Tracking & Reporting Provide planning, support, consultation and administration of the program	11/1/19	10/31/20	\$11,000	<ul style="list-style-type: none"> Ongoing administrative activities, including negotiation of up to 7 advocate agreements and development of scope of work for each 1 GreenSheet or From the Grove outline Content for Board meeting reports and Dashboard updates, as directed by CAC Board and committee meeting attendance and presentations, as directed by CAC Program recap with key learnings and results Strategic planning participation, as directed by CAC Meeting attendance, as directed by CAC Detailed plan and budget
CONSUMER/TRADE LIVING WELL: LIVING WELL ADMINISTRATION (PJ/PR) BUDGET:			\$11,000	

TOTAL CONSUMER/TRADE LIVING WELL BUDGET: \$134,750



MERCHANDISING

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Trade Communications and Relations; Advertising and Support; Trade Relations; Trade Press Events; Dues and Sponsorships; Fresh Summit; Retail Communications; Key Account Coverage; Retail and Consumer Program Support; Retail and Consumer Promotions; Retail and Merchandising Support; Data, Research and Analysis; Grower Communications; and Marketing Administration
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PRIORITY 1: Position California Avocados to be the world's most-valued and desired avocados *

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OBJECTIVE: Increase California Avocado perceived value, preference and loyalty with our targets and achieve a premium price

STRATEGIES:

- A. Identify and leverage consumer and trade messaging that dimensionalizes the difference between California Avocados and avocados of other origins, (e.g. aspects of freshness, locale/provenance/terroir, locally/domestically grown, grower practices, grower character, California lifestyle and culture)
- B. To the trade, communicate the business benefits of carrying and promoting California avocados in season
- C. Build high-value distribution and marketing opportunities for California Avocados, including export
- D. Solidify handler, retailer and foodservice operator commitment to California Avocados and focus customized marketing support where these commitments are realized
- E. Stimulate anticipation and readiness for Fresh California Avocado season and promote exclusive seasonal availability among targeted trade, influencers and consumers
- F. Tailor programs to targeted consumers, retailers and foodservice operators who have demonstrated a willingness to pay a premium for California Avocados
- G. Encourage targeted customers and consumers to seek out and purchase in-season California Avocados
- H. Communicate superiority and premium quality of Fresh California Avocados
- I. Maintain California Avocado messaging throughout the year with a focus on communications leading up to and during the harvest season
- J. Identify and create opportunities that inject California Avocados into hyper-relevant cultural moments
- K. Leverage brand advocates, influencers and fans and encourage sharing of "why California Avocado" messages and content
- L. Create and strive for prominent California Avocado brand identification in communications, at point-of-purchase and other retailer/foodservice operator touchpoints
- M. Promote the unique competitive advantage of Fresh California Avocados as the only locally (or domestically) grown premium avocados, including (for retail only) a focus on American Summer Holiday promotions

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Trade Communications and Relations – Advertising and Support	AGENCY: Fusion Marketing
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Trade Advertising Media Purchases Develop and manage targeted California Avocado retail trade advertising media plan that extends advertising flight to:</p> <ul style="list-style-type: none"> • Include a pre-season teaser ad and end of season/looking forward to next-season ad • Focus on digital ads including targeted splash pages and sponsorship videos • Target retail buyers through key industry e-newsletters and online trade publications, and retail produce buyers via print advertising 	11/1/19	10/31/20	\$350,000	<ul style="list-style-type: none"> • Complete campaign media plan focused on pre, mid and post season delivered 1/20/20 • Pre-season teaser ad to run 2/01/20 • Season wrap-up ad delivered by 10/31/20 • Management of media publication relationships, advertising media plan, insertion orders and ad placement in key positions in approved print publications/online/email vehicles • Printing for pre-season teaser-ad • All billings/payments handled and completed in a timely manner
<p>Retail Trade Advertising Concepts, Layout and Production</p> <ul style="list-style-type: none"> • Create new retail trade advertising demonstrating: <ul style="list-style-type: none"> ○ the exclusive seasonal availability of California Avocados with pre and post-season ads ○ California Avocados as the perfect choice for American Summer Holidays ○ California Avocados are part of the iconic California lifestyle ○ Prominent California brand identification • Create pre-season teaser ad for The Snack magazine generating trade interest and additional public relations at start of season 	11/1/19	10/31/20	\$30,000	<ul style="list-style-type: none"> • Creative brief by 11/8/19 • Digital ads and content for multiple online publications; including banners, splash pages, video sponsorships • 1 full-page pre-season teaser ad in The Snack magazine • 1 full-page print ad (inclusive of American Summer Holidays) • 1 full-page end-of-season ad • Resize for print publications • Resize for digital applications

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Trade Communications and Relations – Advertising and Support (cont'd)	AGENCY: Fusion Marketing
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
LinkedIn Content Development/Maintenance <ul style="list-style-type: none"> • Develop, curate and monitor LinkedIn content and updates to CAC page and sponsored ads • Highlight the superiority and premium quality of California avocados • Identify and utilize relevant and unplanned communication opportunities • Create, test and monitor sponsored content ads to targeted LinkedIn members • Track and measure KPIs including impressions, CPC and CPM, both in-and-out of season 	11/1/19	10/31/20	\$40,500	<ul style="list-style-type: none"> • Project brief by 11/22/19 • Content calendar and recommendations by 1/21/20 • 4 or more original target-specific content segments with graphics • 530,000+ impressions • Ongoing reporting and end-of-year performance audit
MERCHANDISING: TRADE COMMUNICATIONS AND RELATIONS – ADVERTISING AND SUPPORT (FUSION MARKETING) SUBTOTAL:			\$420,500	

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Trade Relations – Trade Communications and Events	AGENCY: Rockwell Morrow
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Trade Communications and Events</p> <ul style="list-style-type: none"> • Maintain contact with key trade publications in the off-season with informal survey of needs/preferences • Write and distribute trade press releases and responses to media requests, including communication stimulating anticipation for the season and promotion of programs, along with content that dimensionalizes the difference between California Avocado and avocados of other origins • Support PMA Fresh Summit activities, communicating premium quality and unique competitive advantages of California Avocados • Organize trade media influencer participation in CAC events, including grove tour • Create trade media retail tour (add-on to grove tour) for 4 to 6 guests • Arrange photographer and assist with in-season, premium retail photo shoot 	11/1/19	10/31/20	\$27,500	<ul style="list-style-type: none"> • Off-season survey report by 1/31/20 • 8 press releases and interview support resulting in a minimum of 150 positive articles in key trade publications, with at least 25 of those in print • PMA Fresh Summit strategy review, messaging, evaluation, team conferences and booth work • Trade media travel arrangements on time and within approved budget • Details of trade media retail tour arranged at least four weeks in advance of tour; excellent execution of tour as measured by CAC staff • Minimum 24 new retail merchandising photos • Content for Board and Marketing Committee reports and Dashboard updates, as directed by CAC
MERCHANDISING: TRADE RELATIONS ROCKWELL MORROW SUBTOTAL:			\$27,500	

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Trade Relations – Trade Press Events; Dues and Sponsorships; Retail Photo Shoot; and Fresh Summit	AGENCY: Merchandising Program Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Trade Press Events <ul style="list-style-type: none"> Host California Avocado grove tour and trade media retail tour for trade media influencers Arrange trade media attendance at California Avocado events 	11/1/19	9/30/20	\$15,000 \$5,000	<ul style="list-style-type: none"> Trade press attendance at grove tour/retail tour with resulting positive trade coverage Participation by 2-4 trade press organizations in a pre-or early season event by 4/30/20 and in-season event by 6/30/20
Trade Associations Continue membership in national and regional trade associations that provide access to targeted retailers and provide opportunities for trade communications	11/1/19	10/31/20	\$12,093	Payment of dues to Fresh Produce & Floral Council (FPFC), Produce Marketing Association (PMA) and United Fresh Produce Association (UFPA)
Trade Events <ul style="list-style-type: none"> Sponsor events with high-retail attendance from CAC's targeted accounts Focus on events leading up to and during the season, communicating messaging that dimensionalizes the difference between California Avocados and avocados of other origins (at key national and regional trade events) Create presentations that communicate crop information, promote exclusive seasonal availability and stimulate anticipation and readiness for Fresh California Avocado season Network with targeted retailers and convey the business benefits of carrying and promoting California Avocados in season 	11/1/19	10/31/20	\$47,225	Targeted events sponsorship and attendance at: FPFC NorCal Luncheon; FPFC SoCal Luncheon; FPFC Expo; FPFC Dinner Dance; Organic Produce Summit; UFPA show; and opportunistic events

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Trade Relations – Trade Press Events; Dues and Sponsorships; Retail Photo Shoot; and Fresh Summit (cont’d)	AGENCY: Merchandising Program Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Retail Photo Shoot Arrange for and conduct a photo shoot in-season at a premium retail location for use with trade public relations, retail materials and the website	11/1/19	5/31/20	\$10,000	Minimum 24 new retail merchandising photos
PMA Fresh Summit Exhibit at Fresh Summit and communicate California Avocado key messages to target audiences	2/1/20	10/31/20	\$251,600	Expo participation and sponsorship at the PMA Fresh Summit in October 2020 in Dallas, TX
TRADE RELATIONS:				
DUES, SPONSORSHIPS, TRADE EVENTS, RETAIL PHOTO SHOOT & FRESH SUMMIT			\$340,918	
(MERCHANDISING PROGRAM SUPPORT) SUBTOTAL:				

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Trade Relations – Retail Communications	AGENCY: PJ/PR
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Retail Communications Resource Kit Create an electronic resource kit for use by retail communicators; including:</p> <ul style="list-style-type: none"> • Seasonal pitch angles/story ideas • Updated recipes • California Avocado 101 • Beauty shots/grove images 	11/1/19	3/30/20	\$15,600	4-page electronic resource kit (PDF)
<p>Retail Communications Assets Create informative and useful branded “Superfood Spotlight” assets for use by retail influencers at point-of-purchase and one-on-one consultations</p> <ul style="list-style-type: none"> • Oversee the development of 3 new recipes from concept to final • Develop 3 Superfood Spotlights with newly created Living Well recipes and photography for retailers <ul style="list-style-type: none"> ○ Mediterranean Diet ○ Grilling ○ Plant-curious ○ Develop Season Opener letter and package 	11/1/19	7/31/20	\$34,000	<ul style="list-style-type: none"> • 3 new Living Well recipes, testing, photos and nutrition analysis completed by 3/1/20 • 3 nutrition/health-themed 1-page, 2-sided collateral printed pieces, each with supporting recipe and photography, completed by 5/29/20 • Digital versions posted to CAC website by 5/29/20 • Season Opener letter and package by 4/1/20

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Trade Relations – Retail Communications (cont’d)	AGENCY: PJ/PR
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Retail Influencer Outreach Outreach to engage retailers and encourage sharing of “why California Avocado” messages; sell-in and plan customized programs.</p> <ul style="list-style-type: none"> • Working with RMDs, identify retailers and schedule meetings with retail Registered Dietitians (RDs) and marketing teams at top-tier accounts • Negotiate and plan customized programs that include messaging that dimensionalizes the difference between California Avocados and avocados of other origins • Produce and send Season Opener mailer; include Fresh California Avocados for up to 10 retailers • Produce and send 2 electronic follow-up mailers 	11/1/19	8/31/20	\$51,400	<ul style="list-style-type: none"> • Up to 10 meetings with targeted retailers by 5/29/20 • Season Opener letters and packages completed by 3/20/20 • Distribute Season Opener letters and packages to targeted retailers by 4/15/20 • 2 electronic communications by 7/31/20
<p>Customized Retail Influencer Programs Plan and implement customized programs for targeted retailers; coordinate and create assets with prominent California Avocado brand identification including:</p> <ul style="list-style-type: none"> • Custom content for retailer blogs (with or without video) • “Living Well” advocate to conduct a Twitter Chat or Facebook Live for retailer • Seasonal pitch angles for retailer to use in local market media outreach • Grower vignettes as content ideas, e.g., organic, multi-generational, usage ideas and recipes 	11/1/19	10/31/20	\$70,200	<ul style="list-style-type: none"> • 25 individual in-season retail placements, programs and/or events at market level • 2 regional television segments featuring California Avocados that support retailers in Sacramento and Fresno • Positive California Avocado coverage with an estimated minimum of 1.2 million traditional and digital impressions

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Trade Relations – Retail Communications (cont’d)	AGENCY: PJ/PR
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>California Avocado Grove Tour Co-host a California Avocado grove tour where attendees learn about the premium attributes and competitive advantages of California Avocados.</p> <ul style="list-style-type: none"> • Identify and invite select top-tier account participants and Living Well advocates 	11/1/19	8/31/20	\$28,750	<ul style="list-style-type: none"> • 2-4 participants from key top-tier accounts • 2-4 branded California Avocado programs or placements in retailer communications • 2-3 Living Well advocates • 4-6 social media posts from Living Well advocates
<p>PBH 2020 Annual Conference (Scottsdale, AZ; April 13-16, 2020) Coordinate participation at, attend and document 4-day event.</p> <ul style="list-style-type: none"> • Meet one-on-one with top-tier attendees at Business Exchange Appointments • Provide comprehensive recap with built-in post event measurements updates • Liaison with RMDs and Retail RDs; secure commitment for inclusion of California Avocados in programs 	11/1/19	6/15/20	\$10,500	<ul style="list-style-type: none"> • 1 Conference registration • Advance outreach to targeted Retail RDs • 6-8 discussions at event with Retail RDs regarding preliminary plans for 2019-20 season • 3-5 customized retail programs during 2019-20 season from this event
MERCHANDISING:				
TRADE RELATIONS – RETAIL COMMUNICATIONS (PJ/PR) SUBTOTAL:			\$210,450	

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Trade Relations – Program Administration, Strategic Planning, Tracking and Reporting	AGENCY: PJ/PR
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Program Administration, Strategic Planning, Tracking & Reporting Provide planning, support, consultation and administration of the program	11/1/19	10/31/20	\$24,000	<ul style="list-style-type: none"> • Ongoing administrative activities • Content for Board and Marketing Committee meeting reports and Dashboard updates, as directed by CAC • 2 GreenSheet or From the Grove outlines • Meeting attendance • Awards submission contributions, as requested by CAC • Monthly activity reports • Post-event reports • Program recap with key learnings and results • Content for grower meeting presentation(s) • Ad hoc input for other opportunities
MERCHANDISING: TRADE RELATIONS – PROGRAM ADMINISTRATION, STRATEGIC PLANNING, TRACKING AND REPORTING (PJ/PR) SUBTOTAL:			\$24,000	

TOTAL MERCHANDISING TRADE RELATIONS: RETAIL COMMUNICATIONS BUDGET: \$234,450

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Trade Relations: Key Account Coverage – Retail Marketing Directors	AGENCY: Merchandising Program Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Contracted Key Account support in the West <ul style="list-style-type: none"> Conduct meetings with CAC’s tiered-account retailers who are willing to pay a premium for California Avocados in California, Arizona, Oregon, Washington, Colorado & Utah communicating the business benefits of carrying and promoting California Avocados Set up programs with targeted retailers 	11/1/19	10/31/20	\$142,500	<ul style="list-style-type: none"> Customer meetings and calls that stimulate anticipation and readiness for Fresh California Avocado season Customized promotions with retailers who are committed to supporting California Avocados Programs that incentivize targeted accounts to feature California Avocados including a focus on the American Summer Holidays Prominent California Avocado branding in retail communications, merchandising/point-of-purchase and other retailer touchpoints Retail call reports summarizing meetings with targeted retailers within 5 days of the meeting, Promotion Agreements securing handler and retailer commitments for CAC promotions featuring customized California Avocado marketing support at least 3 weeks before promotion Content for Board and Marketing Committee meeting reports and Dashboard updates, as directed by CAC
Contracted Key Account support in the Midwest Territory <ul style="list-style-type: none"> Conduct meetings with CAC’s tiered-account retailers who are willing to pay a premium for California Avocados in the Midwest, communicating the business benefits of carrying and promoting California Avocados Set up programs with targeted retailers 	11/1/19	10/31/20	\$90,000	
TRADE RELATIONS: KEY ACCOUNT COVERAGE (MERCHANDISING PROGRAM SUPPORT) SUBTOTAL:			\$232,500	

TOTAL MERCHANDISING TRADE RELATIONS SUBTOTAL: \$1,255,868
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2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Retail and Consumer Program Support	AGENCY: Rockwell Morrow
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Marketing Materials Development and Review</p> <ul style="list-style-type: none"> • Write, review and edit marketing materials, ensuring that developed/reviewed materials support California Avocado objectives, strategies and brand positioning • Review and input of retail and nutrition communications <p>Merchandising Support</p> <ul style="list-style-type: none"> • Provide content and review for Marketing Program materials • Manage development of consumer handout • Assist with merchandising assets and retail programs as requested by CAC • Reinforce prominent California Avocado brand identification in communications 	11/1/19	10/31/20	\$34,500	<ul style="list-style-type: none"> • Timely response and delivery for ongoing requests • Content for Marketing Program materials within 2 weeks of data availability • Consumer handout concept confirmed and copy by 12/1/19 • New recipe booklet or alternate concepts for 2021 by 8/1/20
<p>Recipe Development and Support</p> <ul style="list-style-type: none"> • Develop, review, edit and evaluate recipe concepts and copy • Spearhead recipe testing • Ensure that developed recipes support California Avocado brand positioning and strategic direction 	11/1/19	10/31/20	\$3,000	<ul style="list-style-type: none"> • Recipe review, editing, testing and/or judging of California Avocado recipes as requested • Assistance with photo or video shoots as requested
RETAIL AND CONSUMER PROMOTIONS: RETAIL AND CONSUMER PROGRAM SUPPORT (ROCKWELL MORROW) SUBTOTAL:			\$37,500	

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Retail and Consumer Promotions	AGENCY: Merchandising Program Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Recipe Development Source, modify or develop recipes that support retail initiatives	11/1/19	10/31/20	\$14,500	<ul style="list-style-type: none"> • Timely response to retailer requests and nutrition analysis as needed • Photography of selected recipes by 3/31/20
Retail Performance Programs <ul style="list-style-type: none"> • Conduct account-specific, California-branded performance programs with targeted/tiered-account retailers including programs in support of the Fresh California Avocados' exclusive seasonal availability, locally grown competitive advantage and around the American Summer Holidays • Coordinate timing with handlers and retailers, insuring fruit availability for promotions 	11/1/19	10/31/20	\$494,000 \$9,000	<ul style="list-style-type: none"> • Promotions featuring California Avocados at targeted retailers with prominent California branding Promotion Agreements fully executed by handlers, retailers and CAC • Production of retail and merchandising materials including the 2019-20 Retail Marketing Program materials for presentation to key retailers by 1/31/20 • Production of consumer handout by 2/3/20
Export Program <ul style="list-style-type: none"> • Working with in-market representation company, identify retailer(s), foodservice operator(s) and distributor(s) in export market(s) meeting CAC's Tiered-Account profile • Working with handlers, create programs supporting high-value export distribution of California Avocados 	11/1/19	10/31/20	\$69,000	<ul style="list-style-type: none"> • Promotions featuring California Avocados at targeted retailers and distributors that have prominent California branding • Point-of-sale support for targeted retail accounts in specified export markets • Fund avocados for use in activities to support export programs • Promotion Agreements fully executed by retailers, distributors, handlers and CAC

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Retail and Consumer Promotions (cont'd)	AGENCY: Merchandising Program Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Support Materials and Fulfillment <ul style="list-style-type: none"> Develop POS with prominent California Avocado brand identification and (as needed) that promotes around the American Summer Holidays Manage production and use of premiums with prominent California Avocado brand identification for promotions and events Manage storage and fulfillment of California Avocado marketing materials 	11/1/19	10/31/20	\$20,000 \$20,000 \$50,000	<ul style="list-style-type: none"> Materials that clearly brand California Avocados for avocado displays at point-of-purchase Items produced with California Avocado brand identification for use at targeted produce industry events Fulfillment of retailer requests for California Avocado marketing materials
RETAIL AND CONSUMER PROMOTIONS: RETAIL AND CONSUMER PROMOTIONS (MERCHANDISING PROGRAM SUPPORT) SUBTOTAL:			\$676,500	

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Retail and Merchandising Support	AGENCY: Fusion Marketing
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Retail Marketing Program Materials <ul style="list-style-type: none"> • Design and produce the CAC 2020 retail Marketing Program materials with individual pages, allowing a customized presentation to retailers: <ul style="list-style-type: none"> ○ Highlight the benefits and resources available to retailers committing to displaying and promoting California Avocados throughout the season 	11/1/19	1/31/20	\$19,000	<ul style="list-style-type: none"> • Retail Marketing Program materials: <ul style="list-style-type: none"> ○ Content including California Avocado marketing programs, American Summer Holidays, sales information • Delivery by 1/31/20
Retail and Merchandising Materials <ul style="list-style-type: none"> • Develop California Avocado digital postcards targeted to retail produce managers: Focus on crop forecast, growing practices or California Avocado promotions • Create a CAC consumer handout for distribution at retail during the season 	11/1/19	6/30/20	\$5,250	<ul style="list-style-type: none"> • 2 digital postcards for distribution to retail chain's produce managers: <ul style="list-style-type: none"> ○ One at start of season and one mid-season ○ Timing based on 2020 season and approved brief • Postcards and consumer handout design deliverables per approved briefs
RETAIL AND CONSUMER PROMOTIONS: RETAIL AND MERCHANDISING SUPPORT (FUSION MARKETING) SUBTOTAL			\$24,250	

TOTAL MERCHANDISING RETAIL AND CONSUMER PROMOTIONS SUBTOTAL: \$738,250

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Data, Research and Analysis	AGENCY: IRI FreshLook
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Retail Point-of-Sale Data Deliver retail-specific sales data in accordance with agreement	11/1/19	10/31/20	\$70,100	<ul style="list-style-type: none"> 13 deliveries of data by 10/31/20 Includes regions, markets and selected retail chains
MERCHANDISING: DATA, RESEARCH AND ANALYSIS IRI FRESHLOOK SUBTOTAL			\$70,100	

PROGRAM: Merchandising	ACTIVITIES: Data, Research and Analysis	AGENCY: Avocado Marketing Services, Inc.
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Avocado Marketing Research Information Center (AMRIC) Provide AMRIC data as well as market and industry updates and projections	11/1/19	10/31/20	\$2,700	Delivery of weekly reports: <ul style="list-style-type: none"> Market Trends Reports AMRIC Data Report Market's Analysis Report
MERCHANDISING: DATA, RESEARCH & ANALYSIS (AVOCADO MARKETING SERVICES, INC.) SUBTOTAL:			\$2,700	

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Data, Research and Analysis	AGENCY: Fusion Marketing
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Avocado Business Reviews (ABR) Support targeted retailers with customized category reviews that address each retailer's unique programs and opportunities (in sync with RMDs' directions and recommendations)</p>	11/1/19	10/31/20	\$57,700	<ul style="list-style-type: none"> • Up to 18 Avocado Business Reviews detailing retailer's category performance and merchandising tactics (e.g. mix, pricing, promotion and advertising analysis) and recommendations (digital only) • Consultation, additional analysis and information for RMDs as requested • Customized reports as appropriate or as requested by RMD • Updated ABR request form based on Retailer Marketing Area changes
<p>Data Analysis and Ad Hoc Retail Research Provide CAC staff, agencies and industry stakeholders with fact-based retail and shopper insights that aid them in communicating the benefits of carrying and promoting California Avocados</p>	11/1/19	10/31/20	\$52,000	<ul style="list-style-type: none"> • Ad-hoc information, consultation and support requested by staff and agencies • 3 American Summer Holiday Reports (Memorial Day, 4th of July, Labor Day) • 2 one-page sell sheets (California Season and 4th of July) for use at PMA Fresh Summit • GreenSheet and From the Grove outlines as requested • PMA planning, participation and booth duties
<p>Retail Monitoring</p> <ul style="list-style-type: none"> • Support RMD/retailer communications with AvoScore Card report • Prepare Dashboards and Board meeting presentations as requested • Produce retail reports highlighting latest sales results of tracked retailers • Report retailer feature ad activity including CAC brand identification, promoted dollars and lift, by category and by SKU 	11/1/19	10/31/20	\$38,000	<ul style="list-style-type: none"> • 4 Quarterly AvoScore Cards (incorporating all retailers in a select-a-retailer format) • Content for Board and Marketing Committee meeting reports and Dashboard updates, as directed by CAC • 13 Monthly Retailer reports including new retailer tab • 13 Retail Dollar and Growth Trends reports • 13 Monthly Retailer Advertising reports (part of tiered-account tracking) • Monitor and validate data deliveries

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Data, Research and Analysis (cont'd.)	AGENCY: Fusion Marketing
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Retail Shopper Research <ul style="list-style-type: none"> • Develop Retail Market Basket Study for California focusing on the value of California avocados at retail • Create sales actionable material to be shared with retailers and trade media (as appropriate) • Uncover opportunities that encourage retailers to merchandise and focus-on California avocados in-store 	11/1/19	2/10/20	\$49,100	<ul style="list-style-type: none"> • Scope of Work by 11/5/19 • Data requirements and contract provider for data • Complete report by 2/10/20 • Resulting sales material development and delivery by 2/10/20
MERCHANDISING: DATA, RESEARCH AND ANALYSIS (FUSION MARKETING) SUBTOTAL			\$196,800	

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Tiered-Account Program, Monitoring and Reports	AGENCY: Fusion Marketing
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Tiered-Account Planning, Consultation, Reporting and Support Consultation, services and materials supporting tiered-account program design, execution, and results</p> <ul style="list-style-type: none"> • Working with CAC staff/RMDs, incorporate learnings from 2019 program and • identify and report (to CAC) account-specific (targeted accounts) Collect program data (spend, shipments, retail sales, etc.) • Analyze and report on tiered-account results • Expand reporting to encompass multiple years as appropriate • Produce case studies/success stories for sales materials, public relations and related communications (CAC “Nuggets”) 	11/1/19	10/31/20	\$58,300	<ul style="list-style-type: none"> • 2020 California Season program results presentation (Date is TBD based on season-end and data availability) Includes brand shares, FOB and retailer pricing, retailer category performance, alignment of product, sales and marketing tactics and opportunities • Ongoing information, consultation and support for CAC staff and agencies to support and improve program execution and alignment • 2020 tiered-account list review/update, in cooperation with staff and RMDs • Success stories (sales/value nuggets) as possible, based on season-end date and data availability • Graphical sell sheet for CAC presentation at grower meetings illustrating the program pillars and highlighting benefits/results by 3/3/20 • Graphical sell sheet for CAC RMDs for presentation to retailers by 3/3/20
MERCHANDISING:				
TIERED-ACCOUNT PROGRAM, MONITORING AND REPORTS (FUSION MARKETING) SUBTOTAL:			\$58,300	

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Planning and Program Administration	AGENCY: Fusion Marketing
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Consultation, Annual Planning, and Program Administration Provide planning, support, consultation and administration of the program	11/1/19	10/31/20	\$51,900	<ul style="list-style-type: none"> • Annual planning, administration of programs, projects, budgets, consultation, inter-agency activities and archives of materials and data • Information Resources, Inc. (IRI) data specifications, monitoring, agreements and communications
MERCHANDISING: PLANNING AND PROGRAM ADMINISTRATION (FUSION MARKETING) SUBTOTAL:			\$51,900	

TOTAL DATA, RESEARCH AND ANALYSIS SUBTOTAL: \$379,800
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2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Merchandising	ACTIVITIES: Marketing Administration – Grower Communications	AGENCY: GingerRoot
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Communicate the California Avocado Marketing programs that are relevant to the California Avocado audience to the grower community	11/1/19	10/31/20	\$10,000	<ul style="list-style-type: none"> Marketing copy for 24 GreenSheet editions Copy and editing of marketing articles for 4 From the Grove editions as requested
MERCHANDISING: MARKETING ADMINISTRATION – GROWER COMMUNICATIONS (GINGERROOT) SUBTOTAL:			\$10,000	

PROGRAM: Merchandising	ACTIVITIES: Marketing Administration	AGENCY: Marketing Program Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Communicate California Avocado key messages, competitive advantages and California brand identity through staff support at key national and regional and trade events	11/1/19	10/31/20	\$50,000	Travel to and participation in various trade and industry events
Support merchandising programs	11/1/19	10/31/20	\$45,000	Shipping supplies, shipping costs, office equipment, meeting expenses, etc.
MERCHANDISING: MARKETING ADMINISTRATION (MARKETING SUPPORT) SUBTOTAL:			\$95,000	

2019-20 TOTAL MARKETING ADMINISTRATION (GINGERROOT & CAC) SUBTOTAL: \$105,000
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TOTAL MERCHANDISING BUDGET: \$2,478,918
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TRADE MARKETING: FOODSERVICE

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

OBJECTIVE: Increase California Avocado perceived value, preference and loyalty with our targets and achieve a premium price.

STRATEGIES:

- A. Identify and leverage consumer and trade messaging that dimensionalizes the difference between California Avocados and avocados of other origins, (e.g. aspects of freshness, locale/provenance/terroir, locally/domestically grown, grower practices, grower character, California lifestyle and culture)
- B. To the trade, communicate the business benefits of carrying and promoting California avocados in season
- C. Build high-value distribution and marketing opportunities for California Avocados, including export
- D. Solidify handler, retailer and foodservice operator commitment to California Avocados and focus customized marketing support where these commitments are realized
- E. Stimulate anticipation and readiness for Fresh California Avocado season and promote exclusive seasonal availability among targeted trade, influencers and consumers
- F. Tailor programs to targeted consumers, retailers and foodservice operators who have demonstrated a willingness to pay a premium for California Avocados
- G. Encourage targeted customers and consumers to seek out and purchase in-season California Avocados
- H. Communicate superiority and premium quality of Fresh California Avocados
- I. Maintain California Avocado messaging throughout the year with a focus on communications leading up to and during the harvest season
- K. Leverage brand advocates, influencers and fans and encourage sharing of "why California Avocado" messages and content
- L. Create and strive for prominent California Avocado brand identification in communications, at point-of-purchase and other retailer/foodservice operator touchpoints
- M. Promote the unique competitive advantage of Fresh California Avocados as the only locally (or domestically) grown premium avocados, including (for retail only) a focus on American Summer Holiday promotions

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Foodservice	ACTIVITIES: Media & Ad Production	AGENCY: Kurata Communications
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Media <ul style="list-style-type: none"> • Develop and execute a year-round targeted California Avocado-branded advertising print and digital media campaign that emphasizes the exclusive seasonal availability of California Avocados; and dimensionalizes the differences between California Avocados and avocados of other origins • Leverage digital ads for off-season months, promoting California Avocado differences 	11/1/19	10/31/20	\$102,000	<ul style="list-style-type: none"> • Media plan for 13 new print and 18 digital ad insertions for 2.0 million impressions • Off-season placement of 4-6 digital ads
Ad Production <ul style="list-style-type: none"> • Create California Avocado-branded print and digital ads that communicate the competitive advantage of being the only locally USA-grown premium avocado, with the local/provenance/terroir of California lifestyle and character 	11/1/19	2/28/20	\$24,000	<ul style="list-style-type: none"> • 3 new print ads • 15 new digital ads
FOODSERVICE: MEDIA & AD PRODUCTION (KURATA COMMUNICATIONS) SUBTOTAL:			\$126,000	

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Foodservice	ACTIVITIES: Public Relations	AGENCY: Kurata Communications
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Public Relations <ul style="list-style-type: none"> • Write and e-distribute California Avocado-branded product releases that communicate Fresh California Avocados’ unique terroir and promote California Avocados as the only locally USA-grown premium avocados. Secure editorial placements prior to and during the season • Research chef recipe leads and request California Avocado recipes for use in foodservice program • Influence editors with the California premium message and benefits of California Avocados • Develop assets that educate about “why California Avocados”, recipes and photos and provide to foodservice publications 	11/1/19	10/31/20	\$60,000	<ul style="list-style-type: none"> • 5-6 product releases during California Avocado season and monthly editorial pitches resulting in 40 placements, 2.8 million impressions and a comparable ad value of \$80,000 • 1-2 podcasts utilizing California Avocado assets • 6-8 new recipes/photos • 2-3 chef-supplied recipes/photos
International Foodservice Editorial Council (IFEC) Conference <ul style="list-style-type: none"> • Participate in annual International Foodservice Editorial Council Conference in Santa Barbara, CA, and leverage editors to promote key California Avocado messages • Sponsor a California Avocado grove tour with a culinary aspect 	11/1/19	10/31/20	\$10,700	<ul style="list-style-type: none"> • 25-30 IFEC attendees (of which 4-5 are editors) on a California Avocado grove tour • Co-hosted dinner with 15-20 editors • Office hours with 8-10 editors that result in 10-15 editorial interests for 2020
FOODSERVICE: PUBLIC RELATIONS (KURATA COMMUNICATIONS) SUBTOTAL:			\$70,700	

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Foodservice	ACTIVITIES: Events	AGENCY: Kurata Communications
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Events Coordinate participation, sampling of new applications and attendance at conferences and trade shows in advance of and during the season	11/1/19	10/31/20	\$220,800	<ul style="list-style-type: none"> • Engagement with 250 contacts including 75 new contacts from Chain Gang, Food News Media’s Meet-Ups, Marketing Executive Group, International Corporate Chefs Association, PMA Foodservice Conference & Expo, Flavor Experience, and CIA’s Flavor, Quality & American Menu and Global Culinary Innovators Association • Menu/serve/sample 16-20 menu concepts
California AvoTour <ul style="list-style-type: none"> • Plan and host Foodservice AvoTour that demonstrates California Avocado superiority for culinary, marketing and supply-chain decision-makers • Craft a “California experience” that gives attendees understanding and appreciation for the differences between California avocados and avocados from other origins 	11/1/19	8/31/20	\$45,000	<ul style="list-style-type: none"> • Educational tour about California Avocado cultural and growing practices to 20 key foodservice top-tiered accounts • Coordinate culinary demo with local chefs and CAC culinary chef
California Avocado Immersion <ul style="list-style-type: none"> • Coordinate a day of restaurant/iconic site visits for AvoTour guests to understand/experience the California style through cuisine • Showcase 5-6 southern California foodservice venues that embody California provenance and feature fresh California Avocados 	11/1/19	8/31/20	\$15,000	Engagement with 20 key foodservice top-tiered accounts, reinforcing “California” lifestyle and culture through food
FOODSERVICE: EVENTS			\$280,800	
(KURATA COMMUNICATIONS) SUBTOTAL:				

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Foodservice	ACTIVITIES: Events – Culinary Support	AGENCY: Kurata Communications – Culinary Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Events Select and design sampling of new menu applications, attendance at conferences and trade shows in advance of and during the season	1/1/20	10/31/20	\$21,500	<ul style="list-style-type: none"> • Engagement with 80 contacts including 25 new contacts from International Corporate Chefs Association, Produce Marketing Association, Flavor Experience, CIA's Flavor, Quality & American Menus, and Global Culinary Innovators Association • Menu/serve/sample 16-20 menu concepts
California AvoTour Craft a “California food experience” that gives attendees understanding and appreciation for the differences between California avocados and avocados from other origins	11/1/19	8/31/20	\$5,000	<ul style="list-style-type: none"> • Engagement with 20-25 chain contacts including 10 new contacts • Educational tour about California Avocado culture and growing practices for 20 key foodservice top-tiered accounts and editors demonstrating California Avocado superiority • Demo iconic California-style dishes with local chefs
Avocado Immersion Host AvoTour guests to understand the California style through cuisine	11/1/19	8/31/20		Engagement with 20 key foodservice top-tiered accounts, reinforcing “California” lifestyle and culture through food
FOODSERVICE:				
EVENTS – CULINARY SUPPORT				
(KURATA COMMUNICATIONS – CULINARY SUPPORT)				
SUBTOTAL:			\$26,500	

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Foodservice	ACTIVITIES: Chain Promotions	AGENCY: Kurata Communications
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Chain Menu Development and Promotions <ul style="list-style-type: none"> Create customized menu concepts for existing and new top-tier foodservice operators Communicate the business benefits of carrying and promoting California Avocados Focus concepts on California Avocado season opportunities 	11/1/19	10/31/20	\$28,000	Menu concept presentations for 5-7 top-tier chain accounts
Chain Promotions <ul style="list-style-type: none"> 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 Communicate the business benefits of carrying and promoting California Avocados 	2/1/20	9/30/20	\$300,000	Promotions with 20-25 restaurant chains branded with "California Avocados" and/or the California Avocados logo on point-of-sale materials, eNewsletter/blogs, social media
FOODSERVICE: CHAIN PROMOTIONS (KURATA COMMUNICATIONS) SUBTOTAL:			\$328,000	

PROGRAM: Foodservice	ACTIVITIES: Chain Promotions – Culinary Support	AGENCY: Kurata Communications – Culinary Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Chain Menu Development <ul style="list-style-type: none"> Create customized menu concepts for existing and new top-tier foodservice operators Communicate the business benefits of carrying and promoting California Avocados 	11/1/19	10/31/20	\$42,000	20-25 menu concepts for 5-7 top-tier chain accounts
FOODSERVICE: CHAIN PROMOTIONS – CULINARY SUPPORT (KURATA COMMUNICATIONS – CULINARY SUPPORT) SUBTOTAL:			\$42,000	

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Foodservice	ACTIVITIES: Culinary Education	AGENCY: Kurata Communications
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Culinary Education <ul style="list-style-type: none"> • Manage American Culinary Federation accreditation, exams and certificates • Update Primer 	11/1/19	10/31/20	\$6,000	<ul style="list-style-type: none"> • Review and evaluation of 120 exams; preparation and dissemination of Certificate of Completions • Renew certification status
FOODSERVICE: CULINARY EDUCATION (KURATA COMMUNICATIONS) SUBTOTAL:			\$6,000	

PROGRAM: Foodservice	ACTIVITIES: Program Administration	AGENCY: Kurata Communications
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Program Administration Manage, supervise and evaluate Foodservice Marketing Program	11/1/19	10/31/20	\$54,000	Development and implementation of the 2019-20 CAC Foodservice Marketing Program, including all Dashboard reports, a minimum of 8 GreenSheet outlines and contributions to From the Grove articles as requested
FOODSERVICE: PROGRAM ADMINISTRATION (KURATA COMMUNICATIONS) SUBTOTAL:			\$54,000	

TOTAL FOODSERVICE BUDGET: \$934,000
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MARKETING ACTIVITIES SUPPORT

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

OBJECTIVE: Increase California Avocado perceived value, preference and loyalty with our targets and achieve a premium price.

STRATEGIES:

- A. Identify and leverage consumer and trade messaging that dimensionalizes the difference between California Avocados and avocados of other origins, (e.g. aspects of freshness, locale/provenance/terroir, locally/domestically grown, grower practices, grower character, California lifestyle and culture)
- B. To the trade, communicate the business benefits of carrying and promoting California avocados in season
- C. Build high-value distribution and marketing opportunities for California Avocados, including export
- D. Solidify handler, retailer and foodservice operator commitment to California Avocados and focus customized marketing support where these commitments are realized
- E. Stimulate anticipation and readiness for Fresh California Avocado season and promote exclusive seasonal availability among targeted trade, influencers and consumers
- F. Tailor programs to targeted consumers, retailers and foodservice operators who have demonstrated a willingness to pay a premium for California Avocados
- G. Encourage targeted customers and consumers to seek out and purchase in-season California Avocados
- H. Communicate superiority and premium quality of Fresh California Avocados
- I. Maintain California Avocado messaging throughout the year with a focus on communications leading up to and during the harvest season
- K. Leverage brand advocates, influencers and fans and encourage sharing of “why California Avocado” messages and content
- L. Create and strive for prominent California Avocado brand identification in communications, at point-of-purchase and other retailer/foodservice operator touchpoints
- M. Promote the unique competitive advantage of Fresh California Avocados as the only locally (or domestically) grown premium avocados, including (for retail only) a focus on American Summer Holiday promotions

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Marketing Activities Support	ACTIVITIES: Buy California Marketing Agreement	AGENCY: Marketing Program Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Participate in Buy California Marketing Agreement (BCMA) program	11/1/19	10/31/20	\$25,000	<ul style="list-style-type: none"> Participate in BCMA Board meetings and strategic planning Support BCMA in CAC's marketing outreach as appropriate
MARKETING ACTIVITIES SUPPORT: BUY CALIFORNIA MARKETING AGREEMENT (MARKETING PROGRAM SUPPORT) SUBTOTAL:			\$25,000	

PROGRAM: Marketing Activities Support	ACTIVITIES: Center for Produce Safety	AGENCY: Marketing Program Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Participate in Center for Produce Safety (CPS) program <ul style="list-style-type: none"> Support the CPS mission (to provide ready-to-use, science-based solutions to prevent or minimize produce safety vulnerabilities) Monitor research and share applicable learnings 	11/1/19	10/31/20	\$5,000	Ongoing CPS mission support; research learnings communicated with California Avocado stakeholders in a timely manner
MARKETING ACTIVITIES SUPPORT: CENTER FOR PRODUCE SAFETY (MARKETING PROGRAM SUPPORT) SUBTOTAL:			\$5,000	

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Marketing Activities Support	ACTIVITIES: Marketing Planning; Strategic Support; and Special Projects	AGENCY: Rockwell Morrow
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Strategic Planning & Research <ul style="list-style-type: none"> • Facilitate strategic planning • Review marketing programs and creative executions; analyze for strategic fit and alignment with approved brand messaging 	11/1/19	10/31/20	\$48,250	<ul style="list-style-type: none"> • Timeline, content and reviews for 2020-21 business plan • Ongoing review of materials and proactive management of assigned projects; plan tracking
Marketing Research Support <ul style="list-style-type: none"> • Manage 2020 California Avocado Tracking Study and presentation; leverage results • Review and input of other CAC consumer or trade research projects 	1/15/20	10/31/20		<ul style="list-style-type: none"> • 2020 Tracking study research presentation by 11/30/20 • Timely response and delivery for research requests, including surveys
Marketing Services Provide marketing services that support CAC consumer, trade and industry marketing initiatives and reinforce California Avocado brand positioning	11/1/19	10/31/20		<ul style="list-style-type: none"> • Ongoing review of materials • Review of new promotion vehicles and vendors • Representation/attendance at events • Ongoing presentation support
Stakeholder Communications <ul style="list-style-type: none"> • Manage marketing contributions to the GreenSheet and From the Grove • Attend Marketing Committee meetings and assist with preparation and minutes • Create handler key message documents 	11/1/19	10/31/20		<ul style="list-style-type: none"> • Stakeholder communications editorial calendar by 12/17/19; ongoing maintenance • Liaison with agencies and staff; acquire content for 24 editions of the GreenSheet and 4 editions of From the Grove; review and edit • Handler message documents as requested • Drafts of Marketing Committee minutes within 24 hours of meetings
CONSUMER MARKETING: MARKETING PLANNING, STRATEGIC SUPPORT AND SPECIAL PROJECTS (ROCKWELL MORROW) SUBTOTAL:			\$48,250	

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Marketing Activities Support	ACTIVITIES: Marketing Planning	AGENCY: CAC
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Coordinate and execute CAC planning meetings, explore trends, discuss program opportunities and develop objectives, strategies and tactics for the 2020-21 business plan	11/1/19	10/31/20	\$8,625	<ul style="list-style-type: none"> • CAC staff/agency planning meetings and calls • CAC Marketing Committee meetings
MARKETING ACTIVITIES SUPPORT: MARKETING PLANNING (CAC) SUBTOTAL:			\$8,625	

PROGRAM: Marketing Activities Support	ACTIVITIES: Marketing Planning	AGENCY: Data Designers
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Provide volume, crop movement and measures for CAC marketing communications, reporting and planning	11/1/19	10/31/20	\$1,000	<ul style="list-style-type: none"> • Volume information for consumer and industry communications • Content for Board and grower meeting presentations, planning and ad hoc reports as directed by CAC • Content for Dashboard reports as directed by CAC
MARKETING ACTIVITIES SUPPORT: MARKETING PLANNING (DATA DESIGNERS) SUBTOTAL:			\$1,000	

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Marketing Activities Support	ACTIVITIES: Marketing Research	AGENCY: Marketing Program Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Marketing Research Field market research attitude tracking study through qualified third-party vendor, obtain analysis and recommendations	11/1/19	10/31/20	\$31,500	<ul style="list-style-type: none"> Needs analysis by 12/31/19 Project proposals by 2/28/20 Research report by 10/31/20
MARKETING ACTIVITIES SUPPORT: MARKETING RESEARCH (MARKETING SUPPORT) SUBTOTAL:			\$31,500	

PROGRAM: Marketing Activities Support	ACTIVITIES: Marketing Research	AGENCY: MullenLowe
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Creative Research Conduct an advertising creative test that will help determine which executions, messages and assets are most effective in the new “avoCAdo campaign”	11/1/19	4/30/20	\$16,000	<ul style="list-style-type: none"> Infographic webpage with multiple choice responses, demographics, videos, transcripts and sociological codes by 4/23/20 Report summarizing key findings and highlighting insightful quotes by 4/23/20 Campaign optimization and focus recommendations for 2021 by 4/30/20
MARKETING ACTIVITIES SUPPORT: CREATIVE RESEARCH (MULLENLOWE) SUBTOTAL:			\$16,000	

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Marketing Activities Support	ACTIVITIES: Festivals	AGENCY: CAC
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Participate in avocado festivals in California, with prominent brand identification and communicating: <ul style="list-style-type: none"> • The superiority, premium quality and the exclusive seasonal availability of Fresh California Avocados, the only locally grown avocados • Encouragement for targeted consumers to seek out and purchase in-season California Avocados • Messaging that dimensionalizes the difference between California Avocados and avocados of other origins 	1/1/20	10/31/20	\$10,500	Exhibit at selected avocado festivals: <ul style="list-style-type: none"> • Minimum 15,000 consumers reached via signage and engagement • Minimum 30 new recipe e-newsletter sign-ups • Social media program event implementation at each festival
MARKETING PLANNING SUPPORT: FESTIVALS (CAC) SUBTOTAL:			\$10,500	

2019-20 TOTAL MARKETING ACTIVITIES SUPPORT BUDGET: \$145,875

2019-20 TOTAL MARKETING BUDGET: \$11,269,570



INDUSTRY AFFAIRS

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Industry Statistics and Information; Grower Communications; Issues Management; Legal; Demonstration Grove; Education & Outreach; and Other/Administrative
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PRIORITY 2: Advocate for, and engage with, the industry

OBJECTIVES:

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

STRATEGIES:

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

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Industry Statistics and Information	AGENCY: Data Designers; Fishhook Development; and LandIQ
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
<p>AMRIC Operation - The Avocado Marketing Research and Information Center (AMRIC) system provides the California Avocado industry with daily inventory and shipment information to guide harvest/market strategies. AMRIC procedures require all avocado handlers operating in California to report their avocado inventory, by variety and size, and shipments by major-market destination, variety and size</p>	\$82,000	<ul style="list-style-type: none"> • Daily collection of bin counts 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 October 31, 2020 • 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 • Implement a business intelligence platform to enable querying and reporting of historical AMRIC data
<p>Crop Forecasting and Analysis - The Avocado Crop-Estimating (ACE) system projects the annual production of California Avocados. Crop statistics are compiled by growing region, county and state throughout the year. This valuable information guides CAC marketing programs, as well as allows each grower to develop his/her own harvest strategies with the big picture in mind</p>	\$137,000	<ul style="list-style-type: none"> • Develop pre-season crop estimate prior to December 31, 2019 • Conduct no more than 3 field meetings (winter, spring and fall 2020) that engage with industry and stay apprised of any crop updates throughout the season • Conduct acreage inventory and spatial analysis and update 2020 California Avocado acreage no later than August 2020 • Complete a one-time age classification to assign an age to all avocado polygons spatially mapped • Complete a grove density analysis of all avocado polygons spatially mapped • Complete the 2020 special condition assessment of areas impacted by the Thomas Fire and July 2018 heat event • Conduct a mid-season grower crop survey no later than May 2020 • Perform “ground-truthing” and verify accuracy of current crop/acreage information

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Industry Statistics and Information (cont'd)	AGENCY: Data Designers; Fishhook Development; and LandIQ
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
<p>Grower Database - Maintenance of the California Avocado Production Tracking Acreage Inventory Network (CAPTAIN) 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</p>	\$10,000	<ul style="list-style-type: none"> • Annual update of database based on handlers' grower/grove information received from handlers to be completed no later than February 28, 2020 • Perform database processing of 2020-21 grower exemption status using 2017, 2018 and 2019 production data • Update database on as-needed basis, based on information received via returned mail, grower sign ups, etc.
<p>Grove Database System - Using existing CAC grower and Geographic Information System (GIS) 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</p>	\$23,000	<ul style="list-style-type: none"> • Maintain web-based grove database platform • Perform updates and improvements to online GIS database including but not limited to: <ul style="list-style-type: none"> ○ Annual update using geodatabase integration from acreage inventory by August 2020 • Purchase data on parcel ownership based on Assessor's Parcel Number, when necessary
<p>INDUSTRY AFFAIRS: INDUSTRY STATISTICS & INFORMATION SUBTOTAL:</p>	<p>\$252,000</p>	

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Grower Communications	AGENCY: GingerRoot; Fishhook Development; Champ Publications and Rockwell Morrow
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Online Information - Expands the reach of effective industry communications through CAC's grower site, www.californiaavocadogrowers.com	\$35,000	Provide timely updates to CAC's grower site with continual enhancement, maintenance and content development
Publications - Development of practical and relevant information for growers and industry and present it in a format that is easily accessed and assimilated	\$115,000*	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 \$60,000
Annual Meetings - CAC Conducts annual meetings that generate industry awareness of CAC programs	\$20,000	Conduct three meetings (two North, one South), no later than April 30, 2020
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	\$10,000	Produce and make available the annual report, no later than March 31, 2020
INDUSTRY AFFAIRS: GROWER COMMUNICATIONS SUBTOTAL:	\$180,000	

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

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Issues Management	AGENCY: McDermott Will & Emery LLP; SureHarvest
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Water Issues - This project identifies, prioritizes and addresses key water issues	\$25,000	CAC management will work with independent contractors (as needed) to: <ul style="list-style-type: none"> • Monitor water issues (including rates) that potentially impact agriculture and represent interests of industry stakeholders, before local and regional water agencies and industry associations • Identify improved water use efficiency technologies for industry utilization • Work to improve the Metropolitan Water District (MWD) 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 issues in this category may include: <ul style="list-style-type: none"> • Phytosanitary security • Section 18 emergency exemptions
Legislative & Regulatory Advocacy - CAC stays abreast of regulatory, legislative and trade issues that affect the industry; develops position papers and advocates for stakeholders	\$175,000	Potential issues in this category may include: <ul style="list-style-type: none"> • Adjacency Issue • Food Safety Modernization Act (FSMA) and other food safety related regulation • Animal and Plant Health Inspection Service (APHIS) Agricultural Research Service (ARS) funding for Invasive Species • Immigration Reform • Conservation/water efficiency programs • Free Trade Agreements – both new and modification of existing (e.g. China, Japan) • Foreign Market Development activities (United States department of Agriculture (USDA)-Foreign Agricultural Service (FAS)) • Emerging Markets Program activities (USDA-FAS)

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Issues Management (cont'd)	AGENCY: McDermott Will & Emery LLP; SureHarvest
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Production Registrations - Exploration of potential product registrations for use on avocados in California and research support where needed	\$4,000	Potential registrations/products may include: <ul style="list-style-type: none"> • Special Local Needs (SLN) registrations, as needed
Sustainability Project - Identification of marketplace priority sustainable avocado production practices for California growers that align with customer requests for information	\$50,000	CAC management will work with independent contractors, as needed <ul style="list-style-type: none"> • Conduct two meetings with grower focus groups that review draft California Avocado Sustainability program and Sustainable Agriculture Initiative Farm Sustainability Assessment • 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
INDUSTRY AFFAIRS: (ISSUES MANAGEMENT) SUBTOTAL:	\$319,000	

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Legal	AGENCY: Creative Legal Solutions; Kahn, Soares & Conway, LLP; Data Designers; and Golin
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Elections - Routine election activities, per CAC law	\$10,000	<ul style="list-style-type: none"> Conduct annual election with ballots returned no later than October 31, 2020 Fill mid-term vacancies as needed
Legal Support - Legal support for all CAC departments	\$25,000	Retain legal-support services to assist with contracts, trademarks, registrations and other transactional matters
Governance Support - This program continues to refine the long-term strategic plan that will guide CAC's activities through 2025	\$45,000	<ul style="list-style-type: none"> Conduct Executive Committee training, no later than February 28, 2020 Conduct 2020-21 board planning sessions commencing Spring 2020 Complete exemption determination status analysis and mail producer exemption status letters to all growers no later than September 30, 2020 Refine Vision 2025 strategic plan, as needed Present draft business plan to the Board, no later than October 2020 Use administrative support via outside contractors as needed to fulfill governance requirements
INDUSTRY AFFAIRS: LEGAL SUBTOTAL:	\$80,000	

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Demonstration Grove	AGENCY: Cal Poly Pomona; and Progressive Land Management
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Pine Tree - Rent	\$22,837	Monthly lease per lease agreement dated July 1, 2013
Pine Tree - Grove Management	\$40,000	Annual grove management services based on 11 acres of planted avocado acreage
Pine Tree - Utilities	\$5,400	Split with Cal Poly Foundation based on percentage of leased acreage
Pine Tree - Property Tax & Insurance	\$2,500	Split with Cal Poly Foundation based on percentage of leased acreage
Pine Tree - Improvements and Misc. Expenses	\$5,000	Improvements may include the following: <ul style="list-style-type: none"> • replants of trees in poor health • educational demonstration projects as needed • new plantings on available blocks
Pine Tree - Crop Harvesting	\$5,000	Farm labor cost to harvest 2019-20 crop at Pine Tree Ranch (PTR)
Pine Tree - Crop Hauling	\$500	Transportation charges and/or credits associated with PTR harvest
Pine Tree - CAC Assessment	\$740	CAC Assessment of 2.3% of gross dollar value due on the sale of PTR fruit
Pine Tree - Hass Avocado Board (HAB) Assessment	\$700	HAB Assessment of \$0.25 per pound due on the sale of PTR fruit
INDUSTRY AFFAIRS: DEMONSTRATION GROVE SUBTOTAL:	\$82,677*	

****Note: Portion of expenditures potentially offset by estimated harvest revenue of \$32,000***

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Education & Outreach	AGENCY: CAC and SureHarvest
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Field Meetings, Seminars & Workshops - Events purposed to educate and update growers and industry stakeholders on pertinent industry issues	\$30,000	Events may include, but are not limited to: <ul style="list-style-type: none"> • Food Safety Workshops, including Spanish translation • CAC Decision Support Tools workshops • 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	\$6,000	Hold at least 3 Grower Outreach and Education Field Days at Pine Tree Ranch, to be held winter, summer and fall 2020
Grower Outreach - Provides industry with a reliable source for information on topics of vital importance to the operation of their business	\$19,200	<ul style="list-style-type: none"> • Coordinate and facilitate small grower forums throughout all growing regions • Coordinate visiting 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, and to encourage, industry participation in various Commission programs
Decision Support Tools - Decision Support Tools (DSTs) are statistical models — accessible through a user-friendly website — that have been developed to help guide growers through decisions about fertilization to maximize yield	\$39,800	<ul style="list-style-type: none"> • Annual licensing and hosting fees for CaliforniaAvocadoGrowersDST.com • Development work, as needed, to make improvements to CaliforniaAvocadoGrowersDST.com
INDUSTRY AFFAIRS: EDUCATION & OUTREACH SUBTOTAL:	\$95,000	

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Other/Administrative	AGENCY: CAC
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Dues, Sponsorships, Registrations & Reports - Formation and participation in coalitions with other commodity boards and agricultural organizations to broaden support for industry-wide initiatives	\$20,000	<ul style="list-style-type: none"> • Coalitions dues and sponsorships may include, but are not limited to: Agriculture Coalition for Immigration Reform, Alliance for Food & Farming, California Avocado Society, United States Agricultural Export Development Council and Western Growers • Event registrations may include, but are not limited to: PMA Fresh Summit, United Washington Conference and Urban Water Institute
Grant Writing - Pursuit of outside-funding opportunities for industry initiatives	\$2,500	Potential funding opportunities may include: <ul style="list-style-type: none"> • GAP/Food safety • Water quality and efficiency • Phytosanitary/pest management • Sustainability/energy efficiency
Travel - Travel required by CAC staff to advocate on issues of importance to the industry, stay informed on industry issues and participate in industry events	\$60,000	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	\$31,500	Examples of office expenses include, but are not limited to: <ul style="list-style-type: none"> • Office furniture/computers/software/electronics • Paper/binders/supplies • Subscriptions to business publications and resources
Committee Meeting Expense - Expenses incurred for travel, lodging, and meals for committee meetings	\$5,000	Examples of committee meetings include, but are not limited to: <ul style="list-style-type: none"> • Production Research Committee • Good Agricultural Practices (GAP) Committee • Executive Committee • Governance Committee
INDUSTRY AFFAIRS: OTHER/ADMINISTRATIVE SUBTOTAL:	\$119,000	

TOTAL INDUSTRY AFFAIRS BUDGET: \$1,127,677



PRODUCTION RESEARCH

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

OBJECTIVES:

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

STRATEGIES:

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

PROGRAMS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	ACTION STEPS & DELIVERABLES
EXISTING RESEARCH PROJECTS				
Pests and Diseases				
Phenology of avocado infection by Botryosphaeria branch canker and dieback and by anthracnose blight disease	11/1/18	10/31/20	\$67,827	<ul style="list-style-type: none"> • Determine the extent of Botryosphaeria/Anthracnose problems in avocado orchards of California • Identify the most common and aggressive species of Botryosphaeriaceae and <i>Colletotrichum</i> species • Know when and how avocado shoots are infected by these pathogens • Learn what factors influence the expression of the disease

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Production Research	ACTIVITIES: Research (cont'd)	AGENCY: UC Riverside; UC Cooperative Extension; and The Huntington
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PROGRAMS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	ACTION STEPS & DELIVERABLES
Cultural Management				
Micropropagation of avocado in California	11/1/18	10/31/20	\$47,340	<ul style="list-style-type: none"> • Optimization of an <i>in vitro</i> protocol for avocado propagation • Optimization of rooting for avocado rootstocks of interest to facilitate: <ul style="list-style-type: none"> ○ Reduced propagation time ○ More rapid screening of new rootstock varieties
Breeding				
Commercial-scale field testing and potential release of 5elite advanced rootstocks	11/1/18	10/31/22	\$145,000*	<ul style="list-style-type: none"> • Establishment of commercial-scale field trials of PP35, PP40, PP42, PP45, and PP80 UCR advanced rootstocks before official release in cooperation with California growers • Collection of 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) • Collection of tree health and harvest data for PP35, PP40, PP42, PP45, and PP80 UCR advanced rootstocks at 4 previously established field trials (2019)
EXISTING RESEARCH PROJECTS SUBTOTAL:			\$260,167	

**Includes \$45,000 for trees to be paid directly to Brokaw Nursery*

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Production Research	ACTIVITIES: Research (cont'd)	AGENCY: UC Riverside; UC Cooperative Extension; and The Huntington
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PROGRAMS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	ACTION STEPS & DELIVERABLES
NEW RESEARCH PROJECTS				
Pests and Diseases				
Proactive management of avocado seed and stem feeding weevils, <i>Heilipus</i> spp.	3/1/20	2/28/22	\$50,000	<ul style="list-style-type: none"> Confirm the chemical components of the <i>Heilipus</i> spp. pheromone Run field trials in Mexico to optimize pheromone blends Evaluate weevil trap designs in Mexican avocado orchards to determine the best pheromone blend and trap design combination Conduct field surveys and develop inventories of <i>Heilipus</i> spp. natural enemies Determine the dispersal potential of male and female <i>Heilipus</i> spp. to determine trap placement parameters
Proactive Biological Control of Spotted Lantern Fly, <i>Lycorma delicatula</i>	11/1/19	10/31/22	\$3,000	Outreach to California Avocado growers on the threat of Spotted Lantern Fly and potential control strategies

2019-20 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Production Research	ACTIVITIES: Research (cont'd)	AGENCY: UC Riverside; UC Cooperative Extension; and The Huntington
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PROGRAMS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	ACTION STEPS & DELIVERABLES
Cultural Management				
Safety and efficacy of herbicides in bearing avocado groves	11/1/19	10/31/22	\$44,520	<ul style="list-style-type: none"> • Contact Research and Extension Center (REC) directors and farm managers to secure permission for trials; submit REC research proposals, land allocation requests, work orders, and funding information; scout field locations • Install replicated and randomized plots; apply treatments • Monitor treatment safety and efficacy. • Analyze data and write milestone and final reports to CAC. • Organize and hold avocado field day to present our research results and other current avocado research and provide backpack sprayer calibration training • Author UC Weed Science blog post, article for From the Grove and Topics in Subtropics, and technical manuscript for Weed Science or similar journal
Gem avocado scarring study	11/1/19	10/31/21	\$22,100	Determine if adding wind screens to a Gem orchard helps to reduce scarring from leaf, wind, or fruit rub due to west winds early in the fruit development and determine if the damage seen is from wind induced scarring or thrips chewing damage
NEW RESEARCH PROJECTS SUBTOTAL:			\$119,620	

TOTAL PRODUCTION RESEARCH BUDGET: \$379,787
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2019-20 CAC BUDGET

**CALIFORNIA AVOCADO COMMISSION
2019-20 PROJECTION & BUDGET
WITH COMPARISON TO 2018-19**

APPROVED BY CAC BOARD 10/9/19

ACCT CODE	REVENUES:	2019-20		2018-19		2019-20 vs. 2018-19		COMMENT
		PROJECTION	%	AMENDMENT #2	%	INCREASE (DECREASE)	PERCENT CHANGE	
40001	CAC Assessment Revenue	\$8,541,000	53.5%	\$4,305,600	54.6%	\$4,235,400	98.37%	Assessment rate 2.00%, crop size 365 MM lbs, price \$1.20
40011	HAB 85% Rebate Assessment Revenue	\$7,213,313	45.2%	\$3,162,000	40.1%	\$4,051,313	128.13%	
	Subtotal Assessment Revenues	\$15,754,313	98.7%	\$7,467,600	94.6%	\$8,286,713	110.97%	
42001	Administration & Accounting Fee Revenue (AIP)	\$61,000	0.4%	\$61,000	0.8%	\$0	0.00%	
46010	Grant Funding	\$38,648	0.2%	\$253,648	3.2%	(\$215,000)	-84.76%	
48001	Interest Income	\$15,000	0.1%	\$15,000	0.2%	\$0	0.00%	
48009	From the Grove Income	\$60,000	0.4%	\$70,000	0.9%	(\$10,000)	-14.29%	
48009	Other Income	\$32,000	0.2%	\$24,000	0.3%	\$8,000	33.33%	
	Subtotal Other Revenues	\$206,648	1.3%	\$423,648	5.4%	(\$217,000)	-51.22%	
	Total Revenues	\$15,960,961	100.0%	\$7,891,248	100.0%	\$8,069,713	102.26%	
ACCT CODE	EXPENDITURES: Marketing Programs	2019-20 PROJECTION	%	2018-19 AMENDMENT #2	%	2019-20 vs. 2018-19 INCREASE (DECREASE)	PERCENT CHANGE	COMMENT
51000 & 55000	Consumer Marketing	\$6,601,027	40.6%	\$3,931,996	32.9%	\$2,669,031	67.88%	
54000	Consumer Public Relations	\$975,000	6.0%	\$680,000	5.7%	\$295,000	43.38%	
54000	Consumer/Trade Living Well	\$134,750	0.8%	\$103,750	0.9%	\$31,000	29.88%	
52000	Merchandising	\$2,478,918	15.3%	\$1,500,845	12.6%	\$978,073	65.17%	
53000	Foodservice	\$934,000	5.8%	\$650,000	5.4%	\$284,000	43.69%	
59000	Marketing Activities Support	\$145,875	0.9%	\$102,345	0.9%	\$43,530	42.53%	
	Subtotal Marketing Programs	\$11,269,570	69.4%	\$6,968,936	58.3%	\$4,300,634	61.71%	
	EXPENDITURES: Non-Marketing Programs							
64000 & 65000	Industry Affairs & Production Research	\$1,507,464	9.3%	\$1,224,593	10.2%	\$282,871	23.10%	
66010	Grant Programs	\$38,648	0.2%	\$253,648	2.1%	(\$215,000)	-84.76%	
70000	Administration	\$3,423,251	21.1%	\$3,503,623	29.3%	(\$80,372)	-2.29%	
	Subtotal Non-Marketing Programs	\$4,969,363	30.6%	\$4,981,864	41.7%	(\$12,501)	-0.25%	
	Total Expenditures	\$16,238,933	100.0%	\$11,950,800	100.0%	\$4,288,133	35.88%	
	Excess Of Revenues Over (Under) Expenditures	(\$277,973)	-1.7%	(\$4,059,552)	-51.4%	\$3,781,580	-93.15%	
	Estimated Beginning Reserves - Nov. 1	\$12,959,776		\$12,219,328		\$740,448	6.06%	
	Estimated 2018-19 Revenue Surplus based on 212 MM lb crop			\$4,800,000				
	Estimated Ending Reserves - Oct. 31	\$12,681,804		\$12,959,776		(\$277,973)	-2.14%	

**CALIFORNIA AVOCADO COMMISSION
2019-20 PROJECTION & BUDGET
WITH COMPARISON TO 2018-19**

APPROVED BY CAC BOARD 10/9/19

Department: Marketing

ACCT CODE	DEPT/ACTIVITY	2019-20		2018-19		2019-20 vs. 2018-19		COMMENT
		PROJECTION	%	AMENDMENT #2	%	INCREASE (DECREASE)	PERCENT CHANGE	
<u>Consumer Marketing:</u>								
51001	Media	\$3,750,000	33.3%	\$2,165,000	31.1%	\$1,585,000	73.21%	
51002	Production	\$434,000	3.9%	\$200,000	2.9%	\$234,000	117.00%	
55XXX	Online Marketing	\$721,500	6.4%	\$581,850	8.3%	\$139,650	24.00%	
51801 & 57002	Program Administration	\$1,695,527	15.0%	\$985,146	14.1%	\$710,381	72.11%	
Consumer Marketing Subtotal		\$6,601,027	58.6%	\$3,931,996	56.4%	\$2,669,031	67.88%	
<u>Consumer Public Relations:</u>								
5400X & 5420X	Brand Advocates	\$180,000	1.6%	\$171,000	2.5%	\$9,000	5.26%	
5400X & 541XX	Public Relations	\$660,000	5.9%	\$419,000	6.0%	\$241,000	57.52%	
5480X	Program Administration	\$135,000	1.2%	\$90,000	1.3%	\$45,000	50.00%	
Consumer Public Relations Subtotal		\$975,000	8.7%	\$680,000	9.8%	\$295,000	43.38%	
<u>Consumer/Trade Living Well:</u>								
54206	Living Well Brand Advocates	\$96,250	0.9%	\$85,250	1.2%	\$11,000	12.90%	
54201	Industry Partnerships	\$27,500	0.2%	\$9,500	0.1%	\$18,000	189.47%	
54802	Program Administration	\$11,000	0.1%	\$9,000	0.1%	\$2,000	22.22%	
Consumer/Trade Living Well Subtotal		\$134,750	1.2%	\$103,750	1.5%	\$31,000	29.88%	
<u>Merchandising:</u>								
520XX	Trade Relations	\$1,255,868	11.1%	\$730,063	10.5%	\$525,805	72.02%	
521XX & 523XX	Retail & Consumer Promotions	\$738,250	6.6%	\$336,550	4.8%	\$401,700	119.36%	
522XX	Data, Research & Analysis	\$379,800	3.4%	\$324,232	4.7%	\$55,568	17.14%	
524XX	Administration & Other	\$105,000	0.9%	\$110,000	1.6%	(\$5,000)	-4.55%	
Merchandising Subtotal		\$2,478,918	22.0%	\$1,500,845	21.5%	\$978,073	65.17%	
<u>Foodservice:</u>								
53001	Media	\$126,000	1.1%	\$82,000	1.2%	\$44,000	53.66%	
53101	Public Relations & Collateral Materials	\$70,700	0.6%	\$57,000	0.8%	\$13,700	24.04%	
53103	Foodservice Events	\$307,300	2.7%	\$221,000	3.2%	\$86,300	39.05%	
53104	Chain Promotions	\$370,000	3.3%	\$234,000	3.4%	\$136,000	58.12%	
53105	Education Programs	\$6,000	0.1%	\$2,000	0.0%	\$4,000	200.00%	
5380X	Program Administration	\$54,000	0.5%	\$54,000	0.8%	\$0	0.00%	
Foodservice Subtotal		\$934,000	8.3%	\$650,000	9.3%	\$284,000	43.69%	
<u>Marketing Activities Support:</u>								
51803	Marketing Planning	\$105,375	0.9%	\$87,845	1.3%	\$17,530	19.96%	
51003	Buy California Marketing Agreement	\$25,000	0.2%	\$0	0.0%	\$25,000	100.00%	
51005	Center for Produce Safety	\$5,000	0.0%	\$5,000	0.1%	\$0	0.00%	
580XX	Festivals	\$10,500	0.1%	\$9,500	0.1%	\$1,000	10.53%	
Marketing Activities Support Subtotal		\$145,875	1.3%	\$102,345	1.5%	\$43,530	42.53%	
Total Marketing		\$11,269,570	100.0%	\$6,968,936	100.0%	\$4,300,634	61.71%	

**CALIFORNIA AVOCADO COMMISSION
2019-20 PROJECTION & BUDGET
WITH COMPARISON TO 2018-19**

APPROVED BY CAC BOARD 10/9/19

Department: Industry Affairs & Production Research

ACCT CODE	DEPT/ACTIVITY	2019-20		2018-19		2019-20 vs. 2018-19		COMMENT
		PROJECTION	%	AMENDMENT #2	%	INCREASE (DECREASE)	PERCENT CHANGE	
	<u>Industry Statistics And Information:</u>							
64001	AMRIC Operation	\$82,000	7.3%	\$70,000	7.0%	\$12,000	17.14%	
64002	Crop Forecasting and Analysis	\$137,000	12.1%	\$151,000	15.1%	(\$14,000)	-9.27%	
64003	Grower Database	\$10,000	0.9%	\$15,000	1.5%	(\$5,000)	-33.33%	
64004	Grove Identification GIS Project Development	\$23,000	2.0%	\$22,000	2.2%	\$1,000	4.55%	
	Industry Statistics And Information Subtotal	\$252,000	22.3%	\$258,000	25.9%	(\$6,000)	-2.33%	
	<u>Grower Communications:</u>							
64105	Online Information	\$35,000	3.1%	\$30,000	3.0%	\$5,000	16.67%	
64106	Publications	\$115,000	10.2%	\$128,500	12.9%	(\$13,500)	-10.51%	
64107	Annual Meeting	\$20,000	1.8%	\$21,500	2.2%	(\$1,500)	-6.98%	
64108	Annual Report	\$10,000	0.9%	\$10,000	1.0%	\$0	0.00%	
	Grower Communications Subtotal	\$180,000	16.0%	\$190,000	19.1%	(\$10,000)	-5.26%	
	<u>Issues Management:</u>							
64201	Water Issues	\$25,000	2.2%	\$10,000	1.0%	\$15,000	150.00%	
64202	Field/Technical Support	\$65,000	5.8%	\$65,000	6.5%	\$0	0.00%	
64206	Legislative & Regulatory Advocacy	\$175,000	15.5%	\$60,000	6.0%	\$115,000	191.67%	
64208	Product Registrations	\$4,000	0.4%	\$4,000	0.4%	\$0	0.00%	
64211	Sustainability Project	\$50,000	4.4%	\$50,000	5.0%	\$0	0.00%	
	Issues Management Subtotal	\$319,000	28.3%	\$189,000	19.0%	\$130,000	68.78%	
	<u>Legal/Governance:</u>							
64301	Elections	\$10,000	0.9%	\$10,000	1.0%	\$0	0.00%	
64302	Legal Support	\$25,000	2.2%	\$20,000	2.0%	\$5,000	25.00%	
64303	Governance Support	\$45,000	4.0%	\$25,000	2.5%	\$20,000	80.00%	
	Legal/Governance Subtotal	\$80,000	7.1%	\$55,000	5.5%	\$25,000	45.45%	
	<u>Demonstration Grove:</u>							
64401	Pine Tree - Rent	\$22,837	2.0%	\$22,105	2.2%	\$732	3.31%	
64402	Pine Tree - Grove Management	\$40,000	3.5%	\$52,000	5.2%	(\$12,000)	-23.08%	
64403	Pine Tree - Utilities	\$5,400	0.5%	\$5,400	0.5%	\$0	0.00%	
64404	Pine Tree - Property Tax & Insurance	\$2,500	0.2%	\$2,500	0.3%	\$0	0.00%	
64405	Pine Tree - Improvements & Misc Expenses	\$5,000	0.4%	\$5,000	0.5%	\$0	0.00%	
64406 - 64409	Pine Tree - Harvesting, Hauling, CAC & HAB Assessments	\$6,940	0.6%	\$5,105	0.5%	\$1,835	35.95%	
	Demonstration Grove Subtotal	\$82,677	7.3%	\$92,110	9.2%	(\$9,433)	-10.24%	
	<u>Education & Outreach:</u>							
64501	Field Meetings, Seminars & Workshops	\$30,000	2.7%	\$29,000	2.9%	\$1,000	3.45%	
64502	Pine Tree Ranch Field Days	\$6,000	0.5%	\$6,000	0.6%	\$0	0.00%	
64503	Grower Outreach	\$19,200	1.7%	\$19,200	1.9%	\$0	0.00%	
64504	Decision Support Tools	\$39,800	3.5%	\$39,800	4.0%	\$0	0.00%	
	Education & Outreach Subtotal	\$95,000	8.4%	\$94,000	9.4%	\$1,000	1.06%	
	<u>Other:</u>							
64801	Dues, Sponsorships, & Reports	\$20,000	1.8%	\$20,000	2.0%	\$0	0.00%	
64802	Grant Writing	\$2,500	0.2%	\$2,500	0.3%	\$0	0.00%	
64803	Travel	\$60,000	5.3%	\$75,000	7.5%	(\$15,000)	-20.00%	
64804	Office Expense	\$31,500	2.8%	\$16,500	1.7%	\$15,000	90.91%	
64805	Committee Meeting Expense	\$5,000	0.4%	\$5,000	0.5%	\$0	0.00%	
	Other Industry Affairs Subtotal	\$119,000	10.6%	\$119,000	11.9%	\$0	0.00%	
	Total Industry Affairs	\$1,127,677	100.0%	\$997,110	100.0%	\$130,567	13.09%	

**CALIFORNIA AVOCADO COMMISSION
2019-20 PROJECTION & BUDGET
WITH COMPARISON TO 2018-19**

APPROVED BY CAC BOARD 10/9/19

Department: Industry Affairs & Production Research

ACCT CODE	DEPT/ ACTIVITY	2019-20		2018-19		2019-20 vs. 2018-19		COMMENT
		PROJECTION	%	AMENDMENT #2	%	INCREASE (DECREASE)	PERCENT CHANGE	
<u>Pest & Disease Projects:</u>								
65127	Phenology of Avocado Infection by Botryosphaeria Branch Cank	\$67,827	17.9%	\$62,000	27.3%	\$5,827	9.40%	
65128	Avocado Lace Bug DNA Analysis - Culver City	\$0	0.0%	\$1,980	0.9%	(\$1,980)	-100.00%	
65129	Proactive Management of Avocado Seed and Stem Feeding We	\$50,000	13.2%	\$0	0.0%	\$50,000	100.00%	
65130	Proactive Biological Control of Spotted Lantern Fly, Lycorma Del	\$3,000	0.8%	\$0	0.0%	\$3,000	100.00%	
	Pest & Disease Project Subtotal	\$120,827	31.8%	\$63,980	28.1%	\$56,847	88.85%	
<u>Breeding, Varieties, Genetics Projects:</u>								
65214	Commercial-Scale Field Testing and Potential Release of Rootst	\$145,000	38.2%	\$98,020	43.1%	\$46,980	47.93%	
	Breeding, Varieties, Genetics Projects Subtotal	\$145,000	38.2%	\$98,020	43.1%	\$46,980	47.93%	
<u>Cultural Management Projects:</u>								
65318	Opening Roads for Micropropagation of Avocado in California	\$47,340	12.5%	\$65,483	28.8%	(\$18,143)	-27.71%	
65319	Safety and Efficacy of Herbicides in Bearing Avocado Groves	\$44,520	11.7%	\$0	0.0%	\$44,520	100.00%	
65320	Gem Avocado Scarring Study	\$22,100	5.8%	\$0	0.0%	\$22,100	100.00%	
	Cultural Management Projects Subtotal	\$113,960	30.0%	\$65,483	28.8%	\$48,477	74.03%	
	Total Production Research	\$379,787	100.0%	\$227,483	100.0%	\$152,304	66.95%	

Department: Grant Programs

ACCT CODE	DEPT/ ACTIVITY	2019-20		2018-19		2019-20 vs. 2018-19		COMMENT
		PROJECTION	%	AMENDMENT #2	%	INCREASE (DECREASE)	PERCENT CHANGE	
66014-86	USDA Grant-TASC Program 2016-05	\$14,312	37.0%	\$14,312	5.6%	\$0	0.00%	
66016-88	USDA Grant-TASC Program 2016-09	\$24,336	63.0%	\$24,336	9.6%	\$0	0.00%	
66018-82	CDFA Grant-Web-Based Decision Support Tools	\$0	0.0%	\$15,000	5.9%	(\$15,000)	-100.00%	
66020-91	USDA Grant-FAS MAP South Korea	\$0	0.0%	\$175,000	69.0%	(\$175,000)	-100.00%	
66021-92	USDA Grant-FAS MAP China	\$0	0.0%	\$25,000	9.9%	(\$25,000)	-100.00%	
	Total Grant Programs	\$38,648	100.0%	\$253,648	100.0%	(\$215,000)	-84.76%	

**CALIFORNIA AVOCADO COMMISSION
2019-20 PROJECTION & BUDGET
WITH COMPARISON TO 2018-19**

APPROVED BY CAC BOARD 10/9/19

Department: Administration

ACCT CODE	DEPT/ACTIVITY	2019-20		2018-19		2019-20 vs. 2018-19		COMMENT
		PROJECTION	%	AMENDMENT #2	%	INCREASE (DECREASE)	PERCENT CHANGE	
Office Expense:								
71101 & 71102	Office Rent & Property Tax	\$102,288	3.0%	\$94,937	2.7%	\$7,351	7.74%	
71104	Offsite Storage	\$6,638	0.2%	\$7,075	0.2%	(\$437)	-6.18%	
71111	Corporate Insurance	\$89,000	2.6%	\$89,000	2.5%	\$0	0.00%	
71121 - 71123	Office Expense, Supplies & Janitorial	\$34,540	1.0%	\$36,335	1.0%	(\$1,795)	-4.94%	
71131	Utilities	\$16,540	0.5%	\$16,790	0.5%	(\$250)	-1.49%	
71141	Bank & Payroll Fees	\$13,410	0.4%	\$14,700	0.4%	(\$1,290)	-8.78%	
71151	Equipment Maintenance & Expense	\$28,575	0.8%	\$27,715	0.8%	\$860	3.10%	
71161 - 71181	Telephone, Cell Phone, Postage & Courier Service	\$31,310	0.9%	\$35,890	1.0%	(\$4,580)	-12.76%	
	Office Expense Subtotal	\$322,301	9.4%	\$322,442	9.2%	(\$141)	-0.04%	
Professional Fees:								
71201	CPA-Financial Audits	\$29,400	0.9%	\$28,140	0.8%	\$1,260	4.48%	
71203	CPA-Assessment Audits	\$19,688	0.6%	\$18,750	0.5%	\$938	5.00%	
71207	CDFA Fiscal and Compliance Audit	\$8,295	0.2%	\$7,875	0.2%	\$420	5.33%	
71211	CDFA Charges	\$76,200	2.2%	\$76,200	2.2%	\$0	0.00%	
71221	USDA-AMS Charges	\$75,600	2.2%	\$69,300	2.0%	\$6,300	9.09%	
71231 - 71235	Legal & Other Professional	\$5,000	0.1%	\$5,000	0.1%	\$0	0.00%	
78301	Pension Admin & Legal	\$42,050	1.2%	\$37,500	1.1%	\$4,550	12.13%	
	Professional Fees Subtotal	\$256,233	7.5%	\$242,765	6.9%	\$13,468	5.55%	
Personnel Expenses:								
71301	Salaries/Wages	\$1,891,680	55.3%	\$1,915,200	54.7%	(\$23,520)	-1.23%	
71311 - 71331	Pension, Payroll Tax & Benefits	\$686,906	20.1%	\$731,485	20.9%	(\$44,579)	-6.09%	
	Personnel Expenses Subtotal	\$2,578,586	75.3%	\$2,646,685	75.5%	(\$68,099)	-2.57%	
Commissioner Expenses:								
71401	District Meetings & Expenses	\$3,000	0.1%	\$3,000	0.1%	\$0	0.00%	
71402 & 71403	Travel, Lodging, Mileage, Meals & Entertainment	\$40,000	1.2%	\$58,400	1.7%	(\$18,400)	-31.51%	
71404	Board Meeting Expenses	\$30,500	0.9%	\$30,500	0.9%	\$0	0.00%	
	Commissioner Expenses Subtotal	\$73,500	2.1%	\$91,900	2.6%	(\$18,400)	-20.02%	
Information Technology:								
73001 & 73002	Network Maint., Hardware, Software & Licenses	\$49,716	1.5%	\$56,616	1.6%	(\$6,900)	-12.19%	
73003 & 73005	IT Support, Consulting & IT Service	\$31,500	0.9%	\$41,000	1.2%	(\$9,500)	-23.17%	
73004	Accounting & Assessment System	\$7,760	0.2%	\$7,650	0.2%	\$110	1.44%	
	Information Technology Subtotal	\$88,976	2.6%	\$105,266	3.0%	(\$16,290)	-15.48%	
Depreciation, Interest & Other Admin:								
78101	Admin Staff Travel	\$9,000	0.3%	\$9,000	0.3%	\$0	0.00%	
78201	Depreciation Expense	\$51,480	1.5%	\$42,840	1.2%	\$8,640	20.17%	
78401 - 78501	Dues & Reg., Education, Training, Recruitment, Other	\$18,175	0.5%	\$17,725	0.5%	\$450	2.54%	
78601	Temporary Help	\$25,000	0.7%	\$25,000	0.7%	\$0	0.00%	
	Depreciation, Interest & Other Admin Subtotal	\$103,655	3.0%	\$94,565	2.7%	\$9,090	9.61%	
	Total Administration	\$3,423,251	100.0%	\$3,503,623	100.0%	(\$80,372)	-2.29%	