



2023-24 BUSINESS PLAN

**FINAL
10/11/2023**

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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

Overall brand positioning/promise in development with the new Consumer Marketing agency

- California Avocados; Grown Locally, Farmed Responsibly
- Available seasonally in select locations

Target Markets

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

CAC Core Values

Core values clarify and make explicit the principles driving CAC decisions

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

Critical Factors for Success

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

CAC Strategic Intent

CAC Priority No. 1:

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

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

Rationale

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

Objectives:

1. Aspire to a premium average price per pound that meets or exceeds the target set by the California Avocado Commission Board of Directors
2. Retain or increase California Avocado awareness, perceived value and preference with our consumer targets
3. Build loyalty with existing and target new trade customers

Strategies:

- A. Assess and define the most viable consumer targets for California Avocados
- B. Determine relevant “why California Avocado” messaging that elevates premium brand positioning and motivates consumer purchasing behavior

- C. Consistently drive the brand essence and messaging hierarchy, differentiating California Avocados from other origins
- D. Assess and refine ongoing and new trade customer focus
- E. Develop trade communications creating anticipation for the California Avocado season and ongoing demand for California Avocados
- F. Collaborate and develop trade customer Marketing programs that build consumer awareness and purchases
- G. Ensure the “California” in California Avocados is prominent in store and on menu

Performance Measures:

Measures of Success:

- **Consumer Marketing metrics to be added once the new agency, Curious Plot, is on board and the consumer marketing plan is approved**
- Handler, retailer and foodservice performance results measured by retailer and foodservice promotional agreements
- Improvement in foodservice marketing metrics vs. benchmark 2018-19** (*programs based on handler approval and favorable value to growers*)
 - Secure signed foodservice promotion agreements prior to starting a menu promotion
 - An 85% retention rate among chain partners from 2021-22 and 2022-23
 - Increase new foodservice partnerships (never partnered with or have not partnered within past 2 years) by a minimum of 3
 - California Avocados promoted/featured in approximately 1,300 foodservice units
 - Reach 80% of targeted chains by February 2024
- Achievement of retail marketing metrics
 - A minimum of 80% of target retail customers merchandising California Avocados
 - At least 50 retail promotions with targeted customers
 - A minimum of 1,500 retail display bins placed with targeted customers
 - A minimum of 5 digital shopper marketing programs with heightened California Avocado branding and a call-to-action for purchase
 - Promotions executed in at least 2 new retail customers that meet CAC goals for promotion partnership
- Using “AMRIC data”, measure lug prices and differentials of California Avocados vs. avocados of other origins
 - Meet or exceed budgeted average price for the fiscal year
 - Achieve a premium price for California Avocados during heavy promotional activity for California Avocados compared to the non-California season

CAC Priority No.2:

Advocate for, and engage with, the industry

Rationale

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

Objectives:

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

Strategies:

- A. Anticipate and prioritize issues; use informed decision-making when executing plans that shape issue outcomes and respond immediately to crisis issues
- B. Collect and compile information vital to understanding global avocado market forces

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

Performance Measures:

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

CAC Priority No. 3:

Support industry strategy through research and outreach

Rationale

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

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

Objectives:

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

Strategies:

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

Performance Measures:

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

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

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

Objectives:

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

3. Achieve continual improvement in the operation of the Commission and execution of its programs
4. Achieve financial sustainability

Strategies:

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

Performance Measures:

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

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

Objective: Aspire to a premium average price per pound that meets or exceeds the target set by the California Avocado Commission Board of Directors

Objective: Retain or increase California Avocado awareness, perceived value and preference with our consumer targets

STRATEGIES

Assess and define the most viable consumer targets for California Avocados

Determine relevant “why California Avocado” messaging that elevates premium brand positioning and motivates consumer purchasing behavior

Consistently drive the brand essence and messaging hierarchy, differentiating California Avocados from other origins

Objective: Build loyalty with existing and target new trade customers

STRATEGIES

Assess and refine ongoing and new trade customer focus

Develop trade communications creating anticipation for the California Avocado season and ongoing demand for California Avocados

Collaborate and develop trade customer Marketing programs that build consumer awareness and purchases

Ensure the “California” in California Avocados is prominent in store and on menu



CONSUMER MARKETING

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Consumer Marketing Strategy, Media, Advertising Creative Development, Website, Third-Party Hosting; Account Maintenance	AGENCY: Curious Plot
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Consumer Marketing Strategy <ul style="list-style-type: none"> Review research about avocado consumers in key California Avocado Markets and recommend most viable targets Develop Key Performance Indicator targets for the fiscal year consumer marketing campaign and report on performance 	11/1/23	10/31/24	\$2,400,000	<ul style="list-style-type: none"> Consumer research summary and target recommendation by 11/16/23 Final consumer target definition by 11/30/23 KPI recommendations by 12/4/23 Report on KPIs by six weeks after plan execution is complete
Comprehensive Media Plan Development and Execution <ul style="list-style-type: none"> Develop a comprehensive media plan (applicable to selected media channels, including digital and social) that <ul style="list-style-type: none"> supports brand messaging reaches the consumer target supports target retail and foodservice account-specific initiatives activates consumers seeking avocados at or around retailers who merchandise California Avocados Optimize media plan as needed during California Avocado season Provide mid-campaign report and 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 	11/1/23	9/3/24		<ul style="list-style-type: none"> Media plan recommendation by 12/4/23 Revised media plan recommendation (if applicable), within two weeks of initial recommendation) Negotiated plan recap and media plan schedules by 1/19/24 Retailer and foodservice-specific media support in the form of media plans and buys in season for CAC's social platforms and with digital partners Media purchasing and implementation per approved plan Mid-campaign reporting and optimization Campaign wrap-up report (six weeks after campaign conclusion) Retailer and foodservice-specific wrap-up reports by six weeks after activity completion

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Consumer Marketing Strategy, Media, Advertising Creative Development, Website, Third-Party Hosting; Account Maintenance (cont.)	AGENCY: Curious Plot
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Consumer Advertising Creative Development Develop a new consumer advertising campaign that drives the California Avocados brand essence and messaging hierarchy, differentiating California Avocados from other origins</p> <ul style="list-style-type: none"> • Manage efficient, innovative asset production for paid and owned media • Facilitate alignment across agencies in premium, targeted approach and execution • Develop creative that champions diversity, equity and inclusion for strategic seasonal program promotions • Provide images, scripts and other assets that support handler, retail and foodservice customer presentation and stakeholder communications 	11/1/23	10/30/24	(cont.)	<ul style="list-style-type: none"> • Initial creative campaign concepts by 12/4/23 • Campaign brand guidelines and assets that support approved media plan by 1/30/24 and as needed based on launch date • NOTE: Final campaign deliverables and number of assets to be determined by approved media plan and approved additional creative opportunities • Delivery of campaign assets in a timely manner as requested by CAC
<p>Website Maintenance and SEO Optimization Perform ongoing overall site maintenance for https://CaliforniaAvocado.com</p> <ul style="list-style-type: none"> ○ Support ongoing business needs with frontend and backend development as well as Content Management System improvements as needed ○ Ensure the site continues to be compliant with Americans with Disabilities Act resolve blocker and critical issues 	11/1/23	10/31/24		Deliverables to be determined by 12/4/23

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Consumer Marketing Strategy, Media, Advertising Creative Development, Website, Third-Party Hosting; Account Maintenance (cont.)	AGENCY: Curious Plot
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Third-Party Hosting Services	11/2/23	10/31/24	(cont.)	<ul style="list-style-type: none"> WP Engine hosting Content Delivery Network ensures better and faster website performance Hosted email services Website Domain Renewal WordPress Plugins: ShortPixel, Relevanssi, FacetWP, Aksimet Marker.io Website Feedback Tool Plugin
Account Maintenance (Agency Fees) <ul style="list-style-type: none"> Provide strategic direction and consultation Coordinate and manage day-to-day operations of account Provide leadership across key brand and creative initiatives 	11/2/23	10/31/24		<ul style="list-style-type: none"> Deliverables to be determined with new Consumer Marketing Agency of Record, Curious Plot Ongoing administrative activities, including team and client meetings Contributions to GreenSheet outlines and From the Grove outlines/articles Content, Dashboard updates and presentations for Board, Marketing Committee and Handler meetings, as directed by CAC Attendance and presentation at Board, Marketing Committee and Handler meetings, as directed by CAC Strategic planning participation, as directed by CAC Report on diversity, equity and inclusion by 10/31/24 Monthly budget tracking report with monthly invoice
CONSUMER MARKETING: ACTIVITY (CURIOUS PLOT) SUBTOTAL:			\$2,400,000	

TOTAL CONSUMER MARKETING: \$2,400,000
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2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Consumer Public Relations	AGENCY: Consumer Public Relations (CAC)
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Brand Advocates <ul style="list-style-type: none"> Support development of California Avocado brand advocate plan Approve brand advocate selection, finalize contracts and manage advocate executions throughout California Avocado season 	11/1/23	10/31/24	\$115,000	<ul style="list-style-type: none"> Plan developed by 11/30/23 KPIs developed by 12/4/23 Season start brand advocate(s) contract(s) by 1/31/24; opportunistic contracts as needed A minimum of 10 activations by 10/31/24
Local and Experiential Public Relations Develop and manage execution of consumer public relations plan	11/1/23	10/31/24		<ul style="list-style-type: none"> Plan developed by 12/15/23 KPIs developed by 1/15/24
CONSUMER PUBLIC RELATIONS (CAC) SUBTOTAL:			\$115,000	

TOTAL CONSUMER MARKETING - PUBLIC RELATIONS (CAC): \$115,000

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Consumer Public Relations	AGENCY: Curious Plot
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Local and Experiential Public Relations <ul style="list-style-type: none"> • Support California Avocado Commission public relations plan development and execution • Develop and execute consumer public relations plan for California Avocados • Develop targeted story angles and proactively pitch local media on an ongoing basis, garnering consistent media coverage around California Avocados and disseminating key messages • Respond to media requests/inquiries and vet opportunities accordingly • Secure media coverage around California Avocados in broadcast, print, qualified blogs and online outlets that reach targeted consumers and activate them to seek California Avocados at time of purchase • Manage Cision or other media tracking service 	11/1/23	10/31/24	\$50,000	<ul style="list-style-type: none"> • Contributions to plan draft presented to CAC by 11/30/23 • KPIs developed by 12/4/23 • Other deliverables per approved consumer public relations plan • Quarterly media tracking reports with plan adjustment recommendations as needed
Partners and Influencers <ul style="list-style-type: none"> • Develop brand advocate plan for California Avocados • Source brand partners, secure agreements and ensure content production meets CAC criteria 	11/1/23	10/31/24	\$25,000	<ul style="list-style-type: none"> • Plan developed by 11/30/23 • KPIs developed by 12/4/23
CONSUMER PUBLIC RELATIONS (CURIOUS PLOT) SUBTOTAL:			\$75,000	

TOTAL CONSUMER MARKETING - PUBLIC RELATIONS (CURIOUS PLOT): \$75,000

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Retail and Foodservice Consumer Program Support	AGENCY: Curious Plot
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Retail and Foodservice Consumer Program Support <ul style="list-style-type: none"> • Develop retailer and foodservice-specific consumer media support plans • Recommend executable concepts that improve California brand shelf optics at retail 	2/1/23	9/30/24	\$800,000	Media plans and buys in season for CAC's retail and foodservice programs (may include social platforms, digital, PR and other media)
RETAIL AND FOODSERVICE CONSUMER PROGRAM SUPPORT (CURIOUS PLOT) SUBTOTAL:			\$800,000	

TOTAL (CONSUMER MARKETING) BUDGET: \$3,390,000



TRADE MARKETING – RETAIL

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Trade – Advertising and Production	AGENCY: Fusion
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Retail Trade Advertising Media Purchases Develop and manage California Avocado retail trade advertising media plan: <ul style="list-style-type: none"> • Focus on digital ads with limited print support • Create a media plan/calendar focused on early season start with shorter flights • Develop season launch introductory print ad • Target retail management and produce buyers 	11/1/23	10/31/24	\$120,000	<ul style="list-style-type: none"> • Campaign media plan/calendar by 1/22/24 • One pre-season introductory ad to run by 3/29/24 or earlier depending on the season start • Management of media plan execution, insertion orders, ad placement in key positions with approved publications • All billings and payments handled and processed in a timely manner and in accordance with CAC policy • Monthly metric reports
Retail Trade Advertising Production Develop retail trade advertising campaign <ul style="list-style-type: none"> • Design season-launch print ad • Incorporate California Avocado product key messaging and brand identification • Ensure that all retail trade ads direct reader to the CAC website 	11/1/23	10/31/24	\$24,600	<ul style="list-style-type: none"> • Creative brief sent by 11/20/23 for CAC approval • 1 pre-season print ad in publication TBD • 1 full-page print ad <ul style="list-style-type: none"> ○ Resized ad for print publications ○ Incorporate QR code for print ads • 1 digital leaderboard ad <ul style="list-style-type: none"> ○ Resized for digital ad responsiveness on multiple trade platforms
PROGRAM: TRADE – ADVERTISING AND PRODUCTION (FUSION) SUBTOTAL:			\$144,600	

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Trade Relations – Trade Association Dues; Events; and International Fresh Produce Association	AGENCY: Retail Program Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Trade Associations Continue membership in national and regional trade associations that provide access to targeted retailers and provide opportunities for trade communications, creating anticipation and demand for California Avocados</p>	1/1/24	10/31/24	\$13,505	Payment of dues to the Fresh Produce & Floral Council and the International Fresh Produce Association
<p>Trade Events</p> <ul style="list-style-type: none"> • Focus on attending key regional trade events leading up to and during the season with good retail participation from CAC’s targeted accounts • Network with targeted retailers while exploring opportunities for new customers • Promote exclusive seasonal availability and stimulate readiness for the California Avocado season 	11/1/23	10/31/24	\$5,395	Targeted events and attendance at the FPFC Luncheons and Expo, along with other opportunities as needed

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Trade Relations – Trade Press Events; Trade Association Dues and Sponsorships; and International Fresh Produce Association (cont.)	AGENCY: Retail Program Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
International Fresh Produce Association <ul style="list-style-type: none"> Exhibit at and participate in the IFPA annual Global Produce & Floral Show in Atlanta, GA Connect with key retail audience and communicate California Avocado key messages to target audiences Connect with trade media, avocado industry stakeholders and the produce industry Rent booth and execute booth program Manage CAC's participation in the IFPA Global Produce & Floral Show 	11/1/23	10/31/24	\$77,000	<ul style="list-style-type: none"> Exhibitor registration and booth space reservation for IFPA Global Produce & Floral Show, October 17-19, 2024 in Atlanta, Georgia by 11/30/23 CAC GP&FS strategic plan with management approval by 6/15/24 Meet objectives set in the approved show plan 10'x20' booth rental for use at show and preview fully set up booth by 10/2/24 Participation in the IFPA GP&FS Pay exhibitor deposit for the 2025 IFPA GP& FS by 10/31/24
TRADE MARKETING - RETAIL: TRADE RELATIONS - TRADE ASSOCIATION DUES, EVENTS AND GLOBAL PRODUCE & FLORAL SHOW (RETAIL PROGRAM SUPPORT) SUBTOTAL:			\$95,900	

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Trade Relations - Retail Communications	AGENCY: PJ/PR
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Key Account Marketing Communications In collaboration with retailer marketing/social media, CAC Retail Marketing Directors and staff, plan, develop and implement customized programs with retailers that commit to displaying and promoting California Avocados</p> <ul style="list-style-type: none"> • Create a customizable California Avocado-branded presentation highlighting the benefits and resources available to retailers committed to displaying and promoting California Avocados throughout the season • Secure, schedule and lead meetings with retail marketing/social media teams and CAC • Present California Avocado Customized Retail Resource decks • Develop custom social and traditional marketing programs with California Avocado-specific messaging and brand identification that support RMDs' promotions • Support targeted retailer initiatives with California Avocado branded assets • Develop and provide customized social media posts for retailers' platforms • Submit supplemental elements to RMDs for inclusion in their promotion agreements • Coordinate and manage day-to-day operations of program 	11/1/23	9/8/24	\$175,000	<ul style="list-style-type: none"> • Outline, copy and images for up to 4 pages of a customizable template presentation by 2/15/24 • Up to 8 California Avocado Customized Retail Resource Decks by 6/30/24 • Marketing/social media promotion plans with up to 8 key accounts by 6/30/24 • Social media copy recommendations for up to 4 themed promotional timeframes per retailer to run on retailer-owned social channels by 8/31/24 • Up to 32 activations for retailer-owned social channels by 8/31/24 • Results report upon completion of individual retailer activations
TRADE MARKETING - RETAIL: TRADE RELATIONS – RETAIL COMMUNICATIONS (PJ/PR) SUBTOTAL:			\$175,000	

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Trade Relations - Retail Communications; Program Administration, Tracking, Reporting and Strategic Planning	AGENCY: PJ/PR
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Program Administration, Tracking, Reporting and Strategic Planning <ul style="list-style-type: none"> • Provide planning, support, consultation and administration of the program • Contribute to CAC grower and handler communications, GreenSheet and From the Grove • Attend meetings, as directed by CAC • Develop/present program updates at Board, Marketing Committee and handler meetings • Contribute to the 2024-25 planning process as determined by CAC <ul style="list-style-type: none"> ○ Perform research on consumer and industry trends that will help inform future programs ○ Provide input on business plan elements along with program development and integration for 2024-25 	11/1/23	10/31/24	\$25,000	<ul style="list-style-type: none"> • Content for Board, Marketing Committee, grower or handler presentations, and Dashboard updates as directed by CAC • Content for CAC trade media, as requested • Outlines and images for up to 3 GreenSheet and/or From the Grove articles • Reconciled budget and monthly reporting and invoicing
TRADE MARKETING - RETAIL:				
TRADE RELATIONS - RETAIL COMMUNICATIONS: PROGRAM ADMINISTRATION, TRACKING, REPORTING AND STRATEGIC PLANNING			\$25,000	
(PJ/PR) SUBTOTAL:				

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Trade Relations - Key Account Coverage	AGENCY: Retail Marketing Directors
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Contracted Key Account support in the West <ul style="list-style-type: none"> Conduct meetings with CAC's tiered-account retailers who are willing to pay a premium for California Avocados in California, Arizona, Oregon, Washington, Colorado and Utah communicating the business benefits of carrying and promoting California Avocados in season Set up promotions with targeted retailers 	11/1/23	10/31/24	\$150,000	<ul style="list-style-type: none"> 85 customer meetings and calls that create anticipation and readiness for fresh California Avocado season and communicate their superiority and premium quality Customized marketing opportunities and promotions with retailers who are demonstrating a willingness to pay a premium for California Avocados Promotions that incentivize targeted accounts to feature California Avocados and encourage targeted consumers to seek out and purchase them in season Retail call reports summarizing meetings with targeted retailers within 5 days of the meeting Meetings with handlers confirming promotions and timing with key accounts prior to sending promotion agreements Signed Promotion Agreements securing handler and retailer commitments for CAC promotions featuring customized California Avocado marketing support at least 3 weeks before promotion
Contracted Key Account support for Corporate and the Midwest Territory <ul style="list-style-type: none"> Conduct meetings with CAC's tiered-account retailers who are willing to pay a premium for California Avocados in the Midwest, communicating the business benefits of carrying and promoting California Avocados in season Set up promotions with targeted retailers 	11/1/23	10/31/24	\$94,800	

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Trade Relations - Key Account Coverage (cont.)	AGENCY: Retail Marketing Directors
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Planning and Reporting <ul style="list-style-type: none"> Provide input on business plan elements, along with program development and integration for 2023-24 Report on retail activities and results Secure promotion performance information (and data where feasible) from participating retailers and spearhead program analysis with support from Fusion 	11/1/23	10/31/24	(cont.)	<ul style="list-style-type: none"> Retail trends/needs as requested by CAC Input on draft objectives, strategies and performance measures Program activities and results for Board and Marketing Committee meeting presentations Dashboard updates, as directed by CAC Contributions to GreenSheet and From the Grove Data secured from retailers for analysis by 8 weeks from program completion and all analysis complete by 4 weeks after data availability
RETAIL MERCHANDISING				
TRADE RELATIONS - KEY ACCOUNT COVERAGE			\$244,800	
RETAIL MARKETING DIRECTORS SUBTOTAL:				

TOTAL TRADE MARKETING RETAIL - TRADE RELATIONS BUDGET: \$685,300

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Retail Promotions	AGENCY: Retail Marketing Directors
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Retail Performance Programs <ul style="list-style-type: none"> • Conduct account-specific, California-branded performance programs with targeted/tiered-account retailers who demonstrate a willingness to pay a premium for California Avocados, including programs in support of Fresh California Avocados' exclusive seasonal availability • Coordinate timing with handlers and retailers, insuring fruit availability for promotions • Ensure fully integrated retail programs including retail purchasing, marketing and social media 	11/1/23	10/31/24	\$560,000	<ul style="list-style-type: none"> • Promotion Agreements signed by handlers, retailers and CAC • Minimum 50 promotions fully executed featuring California Avocados with targeted retailers with prominent California branding, using elements of the California Avocado advertising campaign when possible • Production of retail and merchandising materials that support RMDs presentation to retailers and retail marketing managers • Assist with presentations to at least 8 targeted retail social media managers for a fully integrated program
Retail Brand Awareness Programs <ul style="list-style-type: none"> • Utilize retail chain shopper marketing and digital marketing programs for campaigns specific to California Avocado branding • Develop in-store, point-of-sale promotions that prominently promote California Avocados branding at store level 	11/1/23	10/31/24	\$270,000	<ul style="list-style-type: none"> • Target 3 national accounts for online marketing programs within the Tier 1 retailers • Target 2-3 regional California retail accounts within the Tier 1 retailers for digital programs • 10 in-store POS promotions
Retailer Social Media Advertising Support Support retailers with California Avocado advertising initiatives (media dollars) on their social media platforms	11/1/23	10/31/24	\$20,000	Up to 20 advertising campaigns (launches) on retail social media partner platforms
RETAIL MERCHANDISING KEY ACCOUNT COVERAGE; RETAIL PROMOTIONS RETAIL MARKETING DIRECTORS SUBTOTAL:			\$850,000	

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Retail Promotions (cont.)	AGENCY: Retail Program Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Recipe Development <ul style="list-style-type: none"> • Source, modify or develop recipes and recipe photos that support retail initiatives • Process nutrition analysis and update old recipes as needed for retail programs 	11/1/23	10/31/24	\$2,500	<ul style="list-style-type: none"> • Recipes nutrition analysis and data reports purchase • Timely response and delivery of CAC recipes to retailers • Photography of 1-2 selected and/or new recipes by 10/31/24 as needed
Photo Shoot Source, modify or develop recipe photos that support and encourage in-season California Avocado retail initiatives	11/1/23	10/31/24	\$13,000	<ul style="list-style-type: none"> • Timely response and delivery of CAC assets to retailers • 1 full-day studio shoot of 7 recipes or equivalent via agency of record shoots • Additional recipe development and photos pending grower and other contributor assets
Retail Content Development <ul style="list-style-type: none"> • Develop digital content (recipes, photos and videos) for retail use that meets retailer content needs and encourages retailers to promote in- season California Avocados • Develop and maintain Retail Content Plan based on retailer needs as well as web/social media content trends 	11/1/23	10/31/24	\$85,000	<ul style="list-style-type: none"> • Retail Content Development Plan draft by 1/20/23 • Up to 10 recipes and recipe photos or up to 8 videos (based on retailer interest) by 7/31/23

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing – Retail	ACTIVITIES: Retail Promotions (cont.)	AGENCY: Retail 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"> • Secure retail commitment to utilize display bins in store with prominent California Avocado branding • Develop point-of-sale with prominent California Avocado brand identification (as needed) • Manage production and use of premiums with prominent California Avocado brand for promotions and events • Manage storage and fulfillment of California Avocado marketing materials 	11/1/23	10/31/24	\$97,000	<ul style="list-style-type: none"> • Production of 1,500 California Avocado display bins • Delivery of bins to key accounts that accept outside POS for their displays • Items produced with California Avocado brand identification and/or ad campaign graphics for retail promotions and at targeted produce industry events • Materials that clearly brand California Avocados for avocado displays at point-of-purchase and integrate elements of the California Avocado advertising campaign • Fulfillment of retailer, handler, grower and consumer requests for California Avocado marketing materials
TRADE MARKETING – RETAIL: RETAIL PROMOTIONS (RETAIL PROGRAM SUPPORT) SUBTOTAL:			\$97,500	

2023-24 TRADE MARKETING – RETAIL PROMOTIONS SUBTOTAL: \$1,047,500
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2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Retail Data Monitoring and Reporting	AGENCY: CIRCANA, Inc.
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Retail Point-of-Sale Data Supply retail-specific sales data in accordance with agreement	11/1/23	10/31/24	\$62,000	<ul style="list-style-type: none"> 13 deliveries of data by 10/31/24 Includes regions, markets and select retail chains
TRADE MARKETING - RETAIL: RETAIL DATA MONITORING AND REPORTING (CIRCANA, INC.) SUBTOTAL:			\$62,000	

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Retail Data Monitoring and Reporting	AGENCY: Fusion
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Data Analysis, Research and Reporting</p> <ul style="list-style-type: none"> • Provide fact-based, detailed analysis on retail sales trends for retailer reviews • Provide data and trade marketing reporting for Dashboard updates • Aid in communicating the business benefits and opportunities of carrying and promoting California Avocados at retail • Support staff/RMDs/retailers with retail-specific reports • Develop scope of work and reports for Retailer Promotional Reviews and California Bagged avocado sales review • Monitor and validate data deliveries • Maintain retailer database from Circana • Prepare for and implement system-wide database restatement from Circana • California Bagged Avocado Sales Review <ul style="list-style-type: none"> ○ Utilizing currently available data, analyze sales performance of California branded bagged avocados when and where carried, compared to sales performance when and where California bags are not carried 	11/1/23	10/31/24	\$86,500	<ul style="list-style-type: none"> • Data, research, reports, consultation/support as requested • Up to 3 GreenSheet and/or From the Grove outlines as requested • Up to 2 Dashboard updates • Up to 3 Retailer California Avocado Business Reviews • Up to 3 Retailer Promotional Reviews <ul style="list-style-type: none"> ○ Effectiveness/Monitoring of retailer promotions • Up to 2 Retailer AvoScore Cards • California Bagged Avocado Sales Review by (Date TBD)

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Retail Data Monitoring and Reporting (cont.)	AGENCY: Fusion
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>California Avocado Market Analysis Develop foundational research covering the changing California Avocado market dynamics</p> <ul style="list-style-type: none"> • Analyze and report on supply, retail sales and FOB pricing trends in the California Avocado marketplace • Develop measures to track and monitor performance of the California Avocado season • Incorporate relevant industry secondary research findings from avocado category retail studies 	11/1/23	10/31/24	\$54,500	<ul style="list-style-type: none"> • Includes supply metrics, compound growth rates, California and Import trends and FOB pricing • Volume, average retail price, dollar sales, distribution, velocity • Summary of relevant industry secondary research on avocado category findings for the marketplace • Due date TBD based on season-end and data availability
PROGRAM: RETAIL DATA MONITORING AND REPORTING (FUSION) SUBTOTAL:			\$141,000	

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Retail Support, Consultation, Annual Planning, Program and Data Administration	AGENCY: Fusion
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Retail Support, Consultation, Annual Planning, Program and Data Administration <ul style="list-style-type: none"> • Provide planning, support, consultation and administration of programs • Incorporate considerations of diversity, equity and inclusion when developing programs, sourcing vendors and in appropriate communications 	11/1/23	10/31/24	\$56,500	<ul style="list-style-type: none"> • Annual planning, management and administration of programs, projects, budgets, inter-agency activities, meetings, and archiving of materials, reports and data • Circana, Inc. data specifications, data agreements negotiated, communications and management and associated contract costs and fees • Content creation and presentations for Board and Marketing Committee updates/meetings • Report on diversity, equity and inclusion by 10/31/24
PROGRAM: PLANNING AND PROGRAM ADMINISTRATION (FUSION) SUBTOTAL:			\$56,500	

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing – Retail	ACTIVITIES: Data, Research and Analysis	AGENCY: Avocado Marketing Services, Inc.
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Avocado Marketing Research Information Center Provide AMRIC data as well as market and industry updates and projections	11/1/23	10/31/24	\$2,700	Delivery of weekly reports: <ul style="list-style-type: none"> Market Trends Reports AMRIC Data Report Market’s Analysis Report
TRADE MARKETING – RETAIL: DATA, RESEARCH AND ANALYSIS (AVOCADO MARKETING SERVICES, INC.) SUBTOTAL:			\$2,700	

2023-24 DATA, RESEARCH AND ANALYSIS SUBTOTAL: \$262,200
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2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing – Retail	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 grower community	11/1/23	10/31/24	\$11,000	<ul style="list-style-type: none"> Marketing copy for 24 GreenSheet editions Copy and editing of marketing articles for 4 From the Grove editions as requested
TRADE MARKETING – RETAIL:				
MARKETING ADMINISTRATION – GROWER COMMUNICATIONS (GINGERROOT) SUBTOTAL:			\$11,000	

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing – Retail	ACTIVITIES: Marketing Administration	AGENCY: Marketing Program Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<ul style="list-style-type: none"> • Staff support and attendance at key national and regional trade events • Communicate California Avocado key messages that creating anticipation for the California Avocado season and ongoing demand for California Avocados 	11/1/23	10/31/24	\$25,000	Travel to and/or participation in various trade and industry events
<ul style="list-style-type: none"> • Support retail and foodservice programs • Naturally incorporate considerations of diversity, equity and inclusion when developing programs, sourcing vendors and in appropriate communications 	11/1/23	10/31/24	\$30,000	<ul style="list-style-type: none"> • Shipping supplies, shipping costs, office equipment, meeting expenses, etc. • Report on diversity, equity and inclusion by 10/31/24
TRADE MARKETING - RETAIL: MARKETING ADMINISTRATION (MARKETING PROGRAM SUPPORT) SUBTOTAL:			\$55,000	

2023-24 MARKETING ADMINISTRATION SUBTOTAL: \$66,000
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2023-24 (TRADE MARKETING - RETAIL) TOTAL BUDGET: \$2,061,000



TRADE MARKETING - FOODSERVICE

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Public Relations	AGENCY: Kurata Communications
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Public Relations</p> <ul style="list-style-type: none"> Research chef recipe leads and request California Avocado recipes for use in foodservice program Electronically distribute California Avocado-branded product release(s) promoting the 2024 California Avocado season, communicating Fresh California Avocados' unique terroir and emphasizing California cuisine and style Create turnkey posts for California Avocado Commission's social media platform 	11/1/23	10/31/24	\$49,900	<ul style="list-style-type: none"> Monthly follow-up with 4-5 pitches of operators showcasing California Avocados on the menu to editors on upcoming topics 1-2 product releases during the California Avocado season and monthly editorial pitches Garner 48 placements, 4.2 million impressions and a comparable ad value of \$130,500 Identify, photograph and recipe test 6-7 new concepts by 9/31/24 Write and deliver 3-4 social media posts and image(s) targeting foodservice audience by 8/30/24
<p>International Foodservice Editorial Council Annual Conference and NRA Reception</p> <ul style="list-style-type: none"> Participate in two annual Conferences (11/1 - 11/3/23) in Louisville, Kentucky and (10/28 - 10/30/24) in Salt Lake City, Utah Pitch editors with messaging that focuses on advantages, benefits and differentiation from competitors: promote California Avocado superior quality and sustainably grown Sponsor and attend IFEC's National Restaurant Association reception in Chicago, IL (5/20/24) 	11/1/23	10/30/24	\$33,800	<p><u>IFEC Annual Conference (Louisville)</u></p> <ul style="list-style-type: none"> Reception for 15-20 editors Office hours with 8-10 editors Complete IFEC event summary for Conference with confirmation of editors met and pitch grid indicating assets of interest by editors by 12/31/23 <p><u>IFEC NRA Reception</u></p> <ul style="list-style-type: none"> Secure sponsorship to serve a California-centric Avocado dish during the reception IFEC NRA event summary by 5/31/24 <p><u>IFEC Annual Conference (Salt Lake City)</u></p> <ul style="list-style-type: none"> Reception for 15-20 editors Office hours with 8-10 editors Complete IFEC event summary for Conference with confirmation of editors met and pitch grid indicating assets of interest by editors by 11/15/24

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Public Relations	AGENCY: Kurata Communications
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Culinary Influencer Social Media Posts <ul style="list-style-type: none"> Create social media videos/Reels on activities surrounding events attending Create social media videos demonstrating “ultimizing” iconic California dishes 	2/1/24	8/31/24	\$19,600	<ul style="list-style-type: none"> 2 videos on back-of-house experience with final dishes for Flavor Experience event 1 video from College & University menu ideation 4 videos on ‘how to’ increase California Avocado usage in iconic California dishes
TRADE MARKETING - FOODSERVICE: PUBLIC RELATIONS (KURATA COMMUNICATIONS) SUBTOTAL:			\$103,300	

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Events	AGENCY: Kurata Communications
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Events Sponsor and attend events; communicate benefits and advantages of California Avocados on the menu, emphasizing California Avocado sustainability messaging.</p> <p>Educate operators of the benefits of California Avocados when creating California-style dishes, sponsor meals: in-season, local produce, supporting local growers, fresh and sustainable avocados</p> <ul style="list-style-type: none"> • Attend and host a dinner for key operators at two Kinetic12 Emerging Chain roundtables • Sponsor and attend California Restaurant Association’s regional networking mixers • Sponsor and attend Marketing Executive Group • Sponsor and attend Summit NRA Brunch • Attend and exhibit 	12/1/23	9/1/24	\$145,000	<ul style="list-style-type: none"> • 5 event briefs by 12/31/23 • Engagement with 175 contacts of which 50 are new contacts from Kinetic 12 Emerging Chains, California Restaurant Association’s Orange County and Los Angeles’ Networking meetups, Marketing Executive Group, Summit NRA Brunch, IFPA Foodservice Conference and Flavor Experience • Sample 8-10 concepts at Marketing Executive Group, Summit NRA Brunch, IFPA Foodservice Expo and Flavor Experience
TRADE MARKETING - FOODSERVICE:				
EVENTS			\$145,000	
(KURATA COMMUNICATIONS) SUBTOTAL:				

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Events - Culinary Support	AGENCY: Kurata Communications
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Events Develop new California Avocado menu applications for sampling and attendance at conferences	12/1/23	8/31/24	\$19,100	<ul style="list-style-type: none"> Engagement with 20-25 new contacts from C&U Ideation Session and Flavor Experience Conference 2-4 menu concepts for sampling at Flavor Experience
TRADE MARKETING - FOODSERVICE: EVENTS - CULINARY SUPPORT (KURATA COMMUNICATIONS) SUBTOTAL:			\$19,100	

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Chain Promotions and Menu Ideation	AGENCY: Kurata Communications
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Chain Promotions <ul style="list-style-type: none"> Contact with Tier 1 accounts and chains who are willing to pay a premium for California Avocados in the western states Inform and reinforce to chains (through monthly correspondence and one-on-one meetings at events) the preference for California Avocados and reason to promote on menus Reinforce California Avocado brand essence with chain menu promotions Coordinate prominent California Avocado brand identification at point-of-purchase and other touchpoints 	11/1/23	10/31/24	\$170,000	<ul style="list-style-type: none"> Promotions with 12-14 restaurant chains branded with “California Avocados” and/or the California Avocados brand logo at point-of-sales and/or website, enewsletters/blogs, social media posts 2-3 new chain partner promotions Partnership with 10 chains based in California/Western region
Menu Development <ul style="list-style-type: none"> Create customized menu concepts for a California-based chain and/or College & University(ies) Inform audience of the halo value California Avocados bring to the dish Share sustainability story and local, in-season benefits Focus on menu concepts that leverage California Avocado-style 	11/1/23	10/31/24	\$16,600	One onsite presentation for a Tier 1 chain account with units primarily in the Western region and who currently purchases California Avocados or with a Southern California College & University
TRADE MARKETING - FOODSERVICE: CHAIN PROMOTIONS AND MENU IDEATION (KURATA COMMUNICATIONS) SUBTOTAL:			\$186,600	

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Menu Ideation – Culinary Support	AGENCY: Kurata Communications
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Chain Menu Development <ul style="list-style-type: none"> Create customized menu concepts for existing and new top-tier foodservice operators Focus on concepts that leverage California Avocado-style 	11/1/23	10/31/24	\$7,000	20-25 menu concepts for a Tier 1 chain account currently purchasing California Avocados or Southern California-based C&U and execution of 8 concepts
TRADE MARKETING:				
CHAIN MENU IDEATION – CULINARY SUPPORT (KURATA COMMUNICATIONS) SUBTOTAL:			\$7,000	

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - 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"> Monitor Foodservice Culinary Education exams submitted by American Culinary Federation members and disseminate Certificate of Completion Manage culinary American Culinary Federation accreditation status 	11/1/23	10/31/24	\$2,000	<ul style="list-style-type: none"> Review exams and email 60 certificates Renew certification status
TRADE MARKETING - FOODSERVICE: CULINARY EDUCATION (KURATA COMMUNICATIONS) SUBTOTAL:			\$2,000	

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Program Administration	AGENCY: Kurata Communications
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Program Administration <ul style="list-style-type: none"> • Manage, supervise and evaluate Foodservice Marketing Program • Contribute outline and information for From the Grove and the GreenSheet articles • Attend CAC meetings including Marketing Committee and Board meeting • Contribute to Board, Marketing Committee and Handler meeting presentations • Contribute updates on Foodservice programs via Dashboard and PowerPoint presentations • Naturally incorporate considerations of diversity, equity and inclusion when developing programs, sourcing vendors and in appropriate communications • Report on foodservice activities 	11/1/23	10/31/24	\$44,500	<ul style="list-style-type: none"> • Development and implementation of the 2023-24 CAC Foodservice Marketing Program, including all Dashboard updates, a minimum of 8 GreenSheet outlines and contributions to From the Grove articles as requested • Report on diversity, equity and inclusion by 10/31/24
TRADE MARKETING - FOODSERVICE: PROGRAM ADMINISTRATION (KURATA COMMUNICATIONS) SUBTOTAL:			\$44,500	

TOTAL (TRADE MARKETING - FOODSERVICE) BUDGET: \$507,500



MARKETING ACTIVITIES SUPPORT

2023-24 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 marketing and planning meetings, for this fiscal year and the 2024-25 business plan as needed	11/1/23	10/31/24	\$500	CAC staff/agency planning meetings and calls
MARKETING ACTIVITIES SUPPORT: MARKETING PLANNING (CAC) SUBTOTAL:			\$500	

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Marketing Program Support	ACTIVITIES: Strategic Planning, Consumer Marketing, Online and Social Media Support, Retail Support, Recipes, Trade Public Relations, Marketing Research and Stakeholder Communications (cont.)	AGENCY: Rockwell Morrow
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Strategic Planning and Evaluation <ul style="list-style-type: none"> • Facilitate strategic planning • Naturally incorporate considerations of diversity, equity and inclusion when developing or evaluating programs and materials, sourcing vendors and in appropriate communications 	11/1/23	10/31/24	\$132,000	<ul style="list-style-type: none"> • Timelines, content and reviews for 2024-25 business plan • Prior year key measures delivery by 12/7/23; ongoing plan tracking • Report on diversity, equity and inclusion by 12/7/23
Consumer Marketing Support <ul style="list-style-type: none"> • Assist with Consumer Agency of Record onboarding Review creative briefs, marketing programs and creative executions <ul style="list-style-type: none"> ○ Analyze for alignment with California Avocado brand positioning and approved brand messaging ○ Evaluate for brand and product connection 	11/1/23	10/31/24		<ul style="list-style-type: none"> • Onboarding/training materials and meetings as requested • Ongoing review of materials as requested • Photo/video shoot support as requested

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Marketing Program Support	ACTIVITIES: Strategic Planning, Consumer Marketing, Online and Social Media Support, Retail Support, Recipes, Trade Public Relations, Marketing Research and Stakeholder Communications (cont.)	AGENCY: Rockwell Morrow
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Online and Social Media Support</p> <ul style="list-style-type: none"> • Contribute to website sustainability section improvement, including writing new content that bolsters “ethically sourced” platform • Write new articles that leverage Search Engine Optimization findings • Refresh select current content <ul style="list-style-type: none"> ○ Augment California Avocado origin lore • Draft new grower stories/recipes (pending availability) • Support existing recipe content improvement • Review and edit digital content including social media and emails as requested • Ensure that developed/reviewed materials support California Avocado objectives, strategies and key messaging 	11/1/23	10/31/24	(cont.)	<ul style="list-style-type: none"> • Overall website content update project brief by 12/2/23 • Individual content creative briefs and content timing per approved project brief • Ongoing support of recipes in CAC content management system and responses to consumer inquiries as requested • Timely response and delivery to ongoing requests, including email newsletters

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Marketing Program Support	ACTIVITIES: Strategic Planning, Consumer Marketing, Online and Social Media Support, Retail Support, Recipes, Trade Public Relations, Marketing Research and Stakeholder Communications (cont.)	AGENCY: Rockwell Morrow
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Retail Program Support <ul style="list-style-type: none"> Create handler development strategy and 2023-24 communication program Write and edit marketing material ensuring that developed materials support California Avocado objectives, strategies and brand positioning Review retail and consumer program communications, ensuring messaging that differentiates California Avocados from avocados of other origins Review available videos and raw footage, identifying short clip possibilities for video creation Support photo shoots, video shoots and events Assist with other retail assets and programs as requested 	11/1/23	10/31/24	(cont.)	<ul style="list-style-type: none"> Draft handler development strategy and program design by 11/30/23 Contribute to handler communication program, including brand and branded bag pitch as directed by CAC Retail Marketing Program content contribution within two weeks from request and data availability Recommendations from at least 2 growers' video footage per month from November 2023 through March 2024 Timely response and delivery for ongoing requests
Recipe Development and Support <ul style="list-style-type: none"> Develop or supervise recipe development Review, edit and evaluate recipe concepts and copy Support recipe testing as requested Ensure that developed recipes support California Avocado strategic direction 	11/1/23	10/31/24		<ul style="list-style-type: none"> 10 new recipes developed, tested and formatted for retail by 11/30/23 Timely recipe, review, editing, testing and/or judging of California Avocado recipes as requested

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Marketing Program Support	ACTIVITIES: Strategic Planning, Consumer Marketing, Online and Social Media Support, Retail Support, Recipes, Trade Public Relations, Marketing Research and Stakeholder Communications (cont.)	AGENCY: Rockwell Morrow
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Trade Public Relations <ul style="list-style-type: none"> Write and distribute trade press releases and announcements Respond to media requests Include trade communication creating anticipation for the season as well as approved key messages and California Avocado Commission 45th anniversary Track trade public relations pick up and collect images for reports and grower communications Support CAC's IFPA Global Produce and Floral Show activities, communicating California Avocado key messaging Support other CAC events 	11/1/23	10/31/24	(cont.)	<ul style="list-style-type: none"> 7 press releases or announcements and support for interviews resulting in inclusion in a minimum of 150 positive articles in key trade publications with at least 20 of those in print Timely response to media requests Dashboard update contributions and Board and committee presentations as requested Mid-year trade PR tracking report by 6/14/24 and year-end report by 11/15/24 IFPA Global Produce and Floral show strategy review, messaging, evaluation, staff guide draft, team conferences and booth team work as requested Representation for virtual and in-person events
Marketing Research Support <ul style="list-style-type: none"> Support CAC communications leveraging data from 2023 California Avocado Tracking Study and other sources, including ad-hoc regional information for RMDs Source and supervise supplier to research California Avocado awareness among targeted consumers Conduct California Avocado Commission Board, staff or grower outreach as requested Train staff on tracking study data tabs and survey tool 	11/1/23	10/31/24		<ul style="list-style-type: none"> Timely response to ongoing research support requests, including surveys Awareness study research results by 10/31/24 Staff training by 9/30/24

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Marketing Program Support	ACTIVITIES: Strategic Planning, Consumer Marketing, Online and Social Media Support, Retail Support, Recipes, Trade Public Relations, Marketing Research and Stakeholder Communications (cont.)	AGENCY: Rockwell Morrow
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Marketing Services Provide Marketing services that support CAC consumer, trade and industry marketing initiatives	11/1/23	10/31/24	(cont.)	<ul style="list-style-type: none"> Ongoing review of Marketing materials Ongoing presentation support Representation for virtual and in-person events Photo shoot support and web team meetings as requested
Stakeholder Communications <ul style="list-style-type: none"> Manage marketing contributions to the GreenSheet and From the Grove including staff/agency liaison, reviews and editing Attend virtual or in-person Marketing Committee meetings and assist with preparation and minutes 	11/1/23	10/31/24		<ul style="list-style-type: none"> GreenSheet 2024 editorial calendar by 12/8/23 and updates as needed Content for at least 1 article in every GreenSheet edition and 4 From the Grove editions acquired Drafts of Marketing Committee minutes within 24 hours of meetings
MARKETING SUPPORT ACTIVITIES:				
STRATEGIC PLANNING, CONSUMER MARKETING, ONLINE & SOCIAL MEDIA SUPPORT, RETAIL SUPPORT, RECIPES, TRADE PUBLIC RELATIONS, MARKETING RESEARCH, MARKETING SERVICES AND STAKEHOLDER COMMUNICATIONS (ROCKWELL MORROW) SUBTOTAL:			\$132,000	

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Marketing Activities Support	ACTIVITIES: Export Program	AGENCY: CAC
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Export Program <ul style="list-style-type: none"> Working with in-market representation company, identify targeted retailer(s) and distributor(s) in export market(s) Working with handlers, create high-value marketing programs for the California Avocados exported to South Korea and China 	11/1/23	8/31/24	\$45,000	<ul style="list-style-type: none"> Export promotions and marketing opportunities featuring California Avocados with prominent California branding at targeted retailers and distributors to begin by 4/1/24 Point-of-sale support for targeted retail accounts in specified export markets for promotions (as needed) California Avocados funded for use in activities to support export programs
MARKETING ACTIVITIES SUPPORT: EXPORT PROGRAM (MERCHANDISING PROGRAM SUPPORT) SUBTOTAL:			\$45,000	

2023-24 TOTAL MARKETING ACTIVITIES SUPPORT BUDGET: \$177,500

2023-24 TOTAL MARKETING BUDGET: \$6,136,000



INDUSTRY AFFAIRS

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

OBJECTIVES:

1. Proactively shape avocado industry issue outcomes that are compatible with the industry's key aspirations and the California Avocado Commission'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)

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Industry Statistics and Information	AGENCY: Mohammadpour; Fishhook Development; and LandIQ
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
<p>AMRIC Operation - The Avocado Marketing Research and Information Center system provides the California Avocado industry with daily inventory and shipment information to guide harvest/market strategies. AMRIC procedures require all avocado handlers operating in California to report their avocado inventory, by variety and size and shipments by major-market destination, variety and size</p>	\$27,000	<ul style="list-style-type: none"> • Collect bin counts daily through automated online system • Provide industry members and AMRIC participants current and historical statistical information in a usable format within the boundaries of the program <ul style="list-style-type: none"> ○ Review data requests from industry and implement enhancements ○ Track daily data reporting by handlers on an ongoing basis ○ Conduct detailed AMRIC handler audits by 10/31/24 • Ensure secure and reliable data storage and monitoring <ul style="list-style-type: none"> ○ Maintenance of AMRIC website and data tools ○ Keep current with supported technology and platforms
<p>Crop Forecasting and Analysis - The Avocado Crop-Estimating system projects the annual production of California Avocados. Crop statistics are compiled by growing region, county and state throughout the year. This valuable information guides CAC marketing programs, as well as allows each grower to develop his/her own harvest strategies with the big picture in mind</p>	\$80,000	<ul style="list-style-type: none"> • Develop pre-season crop estimate prior to 12/31/23 • Conduct up to 3 meetings with field personnel (winter 2023, spring and fall 2024) that engage with industry and stay apprised of any crop updates throughout the season • Conduct acreage inventory and spatial analysis and update 2024 California Avocado acreage no later than August 2024 • Conduct a mid-season grower crop survey no later than May 2024 • Perform “ground-truthing” and verify accuracy of current crop/acreage information

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Industry Statistics and Information (cont.)	AGENCY: Mohammadpour; Fishhook Development; and LandIQ
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Grower Database - Maintenance of the California Avocado Production Tracking Acreage Inventory Network grower database. Continually maintain and update current database to ensure integrity and confidentiality of grower information. Grower database is used for various mailings, such as election ballots, referenda, redistricting, crop estimating surveys, annual reports and meeting notices	\$1,500	<ul style="list-style-type: none"> Complete annual update of database based on handlers' grower/grove information received from handlers no later than 2/28/24 Perform database processing of 2024-25 grower exemption status using 2021, 2022 and 2023 production data no later than 9/30/24 Update database on an as-needed basis, based on information received via returned mail, grower sign-ups, etc.
Grove Database System - Using existing CAC grower and Geographic Information System databases, this project develops and maintains a web-based platform that integrates existing databases, as well as incorporates the ability to support grove location and ownership	\$11,500	<ul style="list-style-type: none"> Maintain web-based grove database platform Perform updates and improvements to online GIS database including but not limited to an annual update using geodatabase integration from acreage inventory by October 2024 Purchase data on parcel ownership based on Assessor's Parcel Number, when necessary
INDUSTRY AFFAIRS: INDUSTRY STATISTICS AND INFORMATION SUBTOTAL:	\$120,000	

2023-24 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	\$31,000	<ul style="list-style-type: none"> • Provide timely updates to CAC's grower site with continual enhancement, maintenance and content development • Conduct ongoing website accessibility reviews to meet Web Content Accessibility Guidelines (WCAG) 2.1 AA compliance standards
Publications - Development of practical and relevant information for growers and industry and presentation in a format that is easily accessed and assimilated	\$108,500*	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 annual meeting no later than 4/30/23
Annual Report - Preparation of an annual report that generates industry awareness of CAC programs and fulfills CAC's statutory obligation to report to the legislature	\$15,000	Produce and make available the annual report, no later than 3/31/24
INDUSTRY AFFAIRS: GROWER COMMUNICATIONS SUBTOTAL:	\$174,500	

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

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Issues Management	AGENCY: Law Offices of Edward M. Ruckert; McDermott Will & Emery LLP; Spann Ag Research & Consulting, LLC; and Kahn, Soares & Conway, LLP
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Water Issues - This project identifies, prioritizes and addresses key water issues	\$100,000	CAC management will work with independent contractors (as needed) to: <ul style="list-style-type: none"> • Monitor water issues (including rates) that potentially impact agriculture and represent interests of industry stakeholders, before local and regional water agencies and industry associations • Identify improved water use efficiency technologies for industry utilization • Work to improve the Metropolitan Water District water efficiency agricultural program • Continue to develop programs with MWD and/or other water agencies that work toward lower agricultural water costs • Analyze and evaluate current water issues and develop recommended programs • Explore possible federal actions that would improve water supply reliability and/or mitigate water rates; if possible initiate pursuit of said actions
Field/Technical Support - Development and support of technical initiatives that promote industry productivity and profitability	\$100,000	Potential actions in this category may address: <ul style="list-style-type: none"> • Phytosanitary security • Section 18 emergency exemptions • Identification and communication to growers of opportunities to improve grower profitability based on Grower Profitability study • Support peer-to-peer factual based messaging to growers on the GEM variety
Research Program Coordination and Outreach - Coordination of CAC's Production Research Program, collaboration with industry researchers, identification of research priorities, development of long-term research strategies aimed to improve grower sustainability and implementation of grower outreach activities	\$120,000	Manage the CAC-funded research program, including: <ul style="list-style-type: none"> • Production Research Committee meetings • Communications with researchers • Review and approval of milestone reports • Communicate research progress to CAC Board and growers

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Issues Management (cont.)	AGENCY: Law Offices of Edward M. Ruckert; McDermott Will & Emery LLP and Spann Ag Research & Consulting, LLC; and Kahn, Soares & Conway, LLP
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Legislative and Regulatory Advocacy - CAC stays abreast of regulatory, legislative and trade issues that affect the industry; develops position papers and advocates for stakeholders	\$125,000	Potential actions in this category may involve: <ul style="list-style-type: none"> • California agricultural laws • Adjacency Issue • Food Safety Modernization Act and other food safety related regulation • Animal and Plant Health Inspection Service Agricultural Research Service funding for Invasive Species • Immigration Reform • Conservation/water efficiency programs • Free Trade Agreements – both new and modification of existing • Foreign Market Development activities (United States Department of Agriculture-Foreign Agricultural Service) Emerging Markets Program activities (USDA-FAS)
Production Registrations - Exploration of potential product registrations for use on avocados in California and research support where needed	\$5,000	Potential registrations/products may include: <ul style="list-style-type: none"> • Special Local Needs registrations, as needed
Sustainability Project - Identification of marketplace priority sustainable avocado production practices for California growers that align with customer requests for information	\$50,000	CAC management will work with independent contractors, as needed, to: <ul style="list-style-type: none"> • Develop external-facing communications that promote and differentiate California Avocados based on the California Avocado Sustainability Program • Outreach to California Avocado customers that informs and educates about the California Avocado Sustainability Program • Communicate with growers on additional sustainability practices
INDUSTRY AFFAIRS: ISSUES MANAGEMENT SUBTOTAL:	\$500,000	

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Legal	AGENCY: Creative Legal Solutions; Kahn, Soares & Conway, LLP
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Elections - Routine election activities, per CAC law	\$10,000	<ul style="list-style-type: none"> Conduct annual election with ballots returned no later than 10/31/24 Fill mid-term vacancies as needed
Legal Support - Legal support for all CAC departments	\$100,000	Retain legal-support services to assist with contracts, trademarks, registrations and other transactional matters
Governance Support - This program continues to refine the long-term strategic plan that will guide CAC's activities	\$55,000	<ul style="list-style-type: none"> Conduct Board/Executive Committee training, as needed Provide strategic planning support and resources Refine strategic plan, as needed Complete exemption determination status analysis and mail producer exemption status letters to all growers no later than 9/30/24 Present draft business plan to the Board, no later than October 2024 Use administrative support via outside contractors as needed to fulfill governance requirements
INDUSTRY AFFAIRS: LEGAL SUBTOTAL:	\$165,000	

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Demonstration Grove	AGENCY: Cal Poly Pomona and Somis Pacific Agricultural Management
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Pine Tree - Rent	\$24,900	Monthly lease per lease agreement
Pine Tree - Grove Management	\$52,000	Annual grove management services based on 11 acres of planted avocado acreage, including routine annual tree maintenance
Pine Tree - Utilities	\$5,400	Split with Cal Poly Foundation based on percentage of leased acreage
Pine Tree - Property Tax and Insurance	\$2,520	Split with Cal Poly Foundation based on percentage of leased acreage
Pine Tree - Improvements and Misc. Expenses	\$5,000	<ul style="list-style-type: none"> • Improvements may include the following: <ul style="list-style-type: none"> ○ Educational demonstration projects as needed including UCCE GEM Spacing Trial ○ Replants of trees in poor health ○ New plantings on available blocks • Miscellaneous expenses, which may include weather station annual fees
Pine Tree - Crop Harvesting	\$12,000	Farm labor cost to harvest 2023-24 crop at Pine Tree Ranch
Pine Tree - Crop Hauling	\$500	Transportation charges and/or credits associated with PTR harvest
Pine Tree - CAC Assessment	\$1,405	CAC Assessment of 2.25% of gross dollar value due on the sale of PTR fruit
Pine Tree - Hass Avocado Board Assessment	\$1,250	HAB Assessment of \$0.25 per pound due on the sale of PTR fruit
INDUSTRY AFFAIRS: DEMONSTRATION GROVE SUBTOTAL:	\$104,975*	

****Note: Portion of expenditures potentially offset by estimated harvest revenue of \$75,000***

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Education and Outreach	AGENCY: CAC
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Field Meetings, Seminars and Workshops - Events purposed to educate and update growers and industry stakeholders on pertinent industry issues	\$15,000	Conduct events that may include, but are not limited to: <ul style="list-style-type: none"> • Food Safety Workshops, including Spanish translation • Hot Topic Seminars (pest/labor/etc.), Spanish translation as needed
Pine Tree Ranch Field Days - Field days held at CAC's demonstration grove with the intent of providing a hands-on learning environment for the purpose of continued grower education and outreach	\$2,000	Hold at least 3 Grower Outreach and Education Field Days at Pine Tree Ranch, to be held winter 2023, summer and fall 2024
Grower Outreach - Provides industry with a reliable source for information on topics of vital importance to the operation of their business	\$4,000	<ul style="list-style-type: none"> • Coordinate and facilitate small grower forums • Provide CAC premiums in appreciation of industry participation in various Commission programs
INDUSTRY AFFAIRS: EDUCATION AND OUTREACH SUBTOTAL:	\$21,000	

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Other/Administrative	AGENCY: CAC
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Dues, Sponsorships, Registrations and Reports - Formation and participation in coalitions with other commodity boards and agricultural organizations to broaden support for industry-wide initiatives	\$41,000	<ul style="list-style-type: none"> • Coalition dues and sponsorships may include, but are not limited to: Agriculture Coalition for Immigration Reform, Alliance for Food & Farming, California Avocado Society, Minor Crop Farmer's Alliance, President's Council, Specialty Crop Farm Bill Alliance, United States Agricultural Export Development Council and Western Growers • Event registrations may include, but are not limited to: IFPA Global Produce & Floral Show, IFPA Washington Conference and Urban Water Institute
Grant Writing - Pursuit of outside-funding opportunities for industry initiatives	\$2,500	Potential funding opportunities may include: <ul style="list-style-type: none"> • GAP/Food safety • Water quality and efficiency • Phytosanitary/pest management • Sustainability/energy efficiency
Travel - Travel required by CAC staff to advocate on issues of importance to the industry, stay informed on industry issues and participate in industry events	\$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	\$10,000	Examples of office expenses include, but are not limited to: <ul style="list-style-type: none"> • Office furniture/computers/software/electronics • Paper/binders/supplies • Subscriptions to business publications and resources
Committee Meeting Expense - Expenses incurred for travel, lodging and meals for committee meetings	\$5,000	Examples of committee meetings include, but are not limited to: <ul style="list-style-type: none"> • Production Research Committee • Good Agricultural Practices Committee • Executive Committee • Governance Committee

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Other/Administrative (cont.)	AGENCY: CAC
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Anti-Theft Program – Expenses related to CAC’s anti-theft reward program	\$7,500	<ul style="list-style-type: none"> • Anti-theft signs • Anti-theft reward program claims
Program Operations – Personnel costs associated with work performed by CAC staff for Industry Affairs programs	\$582,000	<ul style="list-style-type: none"> • Salaries • Benefits • Payroll Taxes
INDUSTRY AFFAIRS: OTHER/ADMINISTRATIVE SUBTOTAL:	\$708,000	

2023-24 TOTAL INDUSTRY AFFAIRS BUDGET: \$1,793,475



PRODUCTION RESEARCH

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Production Research	ACTIVITIES: Research	AGENCY: UC Riverside; UC Cooperative Extension; and Cal Poly
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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

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAMS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	ACTION STEPS & DELIVERABLES
EXISTING RESEARCH PROJECTS				
Pests and Diseases				
Phenology and ecology of avocado lace bug in Southern California	9/15/21	10/31/24	\$30,572	<ul style="list-style-type: none"> • Comprehensive data on avocado lace bug population cycles in three different infestation zones (San Diego, Riverside and Los Angeles Counties). These data will be useful for predicting when population peaks and maximum damage is likely to occur, which in turn, will help with timing of control treatments • An inventory of natural enemies associated with avocado lace bug infestations in three different areas will be developed. These data may provide insight into levels of naturally occurring population suppression that is provided by natural enemies • Determination and quantification of avocado lace bug performance (i.e., development times and survivorship rates) on five different avocado cultivars (i.e., Hass, Lamb Hass, Fuerte, Bacon and GEM) • Development of temperature-driven degree-day models that will: (1) assist with interpreting population phenology data; (2) provide insight into how temperature extremes, especially high-heat events, affect avocado lace bug development and survivorship rates and (3) provide a tool for estimating temperature-based population growth trajectories that could be used to plan and time insecticide applications for suppression of damaging avocado lace bug populations
Breeding				
Commercial-scale field testing and potential release of five elite advanced rootstocks	11/1/18	10/31/25	\$89,628	<ul style="list-style-type: none"> • Establish commercial-scale field trials of PP35, PP40, PP42, PP45, and PP80 UCR advanced rootstocks before official release in cooperation with California growers • Collect tree health and harvest data for PP35, PP40, PP42, PP45 and PP80 UCR advanced rootstocks at Pine Tree and Bonsall rootstock trials (established June 2017) • Collect tree health and harvest data for PP35, PP40, PP42, PP45 and PP80 UCR advanced rootstocks at 4 previously established field trials (2019)

2023-24 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Production Research	ACTIVITIES: Research (cont.)	AGENCY: UC Riverside; UC Cooperative Extension
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PROGRAMS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	ACTION STEPS & DELIVERABLES
Cultural Practices				
Developing tools and information on crop water use and effective irrigation management for more profitable and sustainable avocado production	11/1/22	10/31/25	\$67,053	<ul style="list-style-type: none"> • Develop accurate irrigation water needs under different conditions in South California through updated crop coefficient curves over the season for avocados • Evaluate irrigation tools in avocados (soil moisture, ET, drone/satellite, leaf/stem water potential, canopy temperature) for effective irrigation management • Evaluate irrigation strategies in avocados (grower irrigation practice vs. sensor-based irrigation and/or less water applied) • Evaluate satellite-based tool of IrriSAT / IrriWatch/Open ET in avocados
EXISTING RESEARCH PROJECTS SUBTOTAL:			\$187,253	
NEW RESEARCH PROJECTS				
Pests and Diseases				
Placeholder funding for Avocado Branch Canker	TDB	10/31/24	\$30,000	<ul style="list-style-type: none"> • To be determined
Breeding				
Commercial-scale field testing and potential release of five elite advanced rootstocks at Cal Poly	11/1/23	10/31/25	\$16,690	<ul style="list-style-type: none"> • Continue to collect and analyze data and disseminate results to the avocado grower and research community • Continue to maintain orchard plot
NEW RESEARCH PROJECTS SUBTOTAL:			\$46,690	

2023-24 TOTAL PRODUCTION RESEARCH BUDGET: \$233,943
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**CALIFORNIA AVOCADO COMMISSION
2023-24 PROJECTION & BUDGET
WITH COMPARISON TO 2022-23**

ACCT CODE	REVENUES:	2023-24		2022-23		2023-24 vs. 2022-23		COMMENT
		PROJECTION	%	BUDGET	%	INCREASE (DECREASE)	PERCENT CHANGE	
40001	CAC Assessment Revenue	\$5,045,625	53.1%	\$4,935,938	46.9%	\$109,687	2.22%	Assessment rate 2.25%, crop size 200 MM lbs. price \$1.15
40011	HAB 85% Rebate Assessment Revenue	\$3,952,500	41.6%	\$4,940,625	47.0%	(\$988,125)	-20.00%	
	Subtotal Assessment Revenues	\$8,998,125	94.7%	\$9,876,563	93.9%	(\$878,438)	-8.89%	
42001	Administration & Accounting Fee Revenue (AIP)	\$61,000	0.6%	\$61,000	0.6%	\$0	0.00%	
46010	Grant Funding	\$300,000	3.2%	\$400,000	3.8%	(\$100,000)	-25.00%	
48001	Interest Income	\$6,000	0.1%	\$15,000	0.1%	(\$9,000)	-60.00%	
48009	From the Grove Income	\$60,000	0.6%	\$70,000	0.7%	(\$10,000)	-14.29%	
48003	Other Income	\$75,000	0.8%	\$93,750	0.9%	(\$18,750)	-20.00%	
47000	California Avocado Merchandise Shop Income	\$0	0.0%	\$1,000	0.0%	(\$1,000)	-100.00%	
	Subtotal Other Revenues	\$502,000	5.3%	\$640,750	6.1%	(\$138,750)	-21.65%	
	Total Revenues	\$9,500,125	100.0%	\$10,517,313	100.0%	(\$1,017,188)	-9.67%	

ACCT CODE	EXPENDITURES: Marketing Programs	2023-24		2022-23		2023-24 vs. 2022-23		COMMENT
		BUDGET	%	BUDGET	%	INCREASE (DECREASE)	PERCENT CHANGE	
51000 & 55000	Consumer Marketing	\$3,200,000	29.8%	\$4,736,549	33.7%	(\$1,536,549)	-32.44%	
54000	Consumer Public Relations	\$190,000	1.8%	\$440,500	3.1%	(\$250,500)	-56.87%	
54000	Consumer/Trade Living Well	\$0	0.0%	\$88,430	0.6%	(\$88,430)	-100.00%	
52000	Trade Marketing - Retail	\$2,061,000	19.2%	\$2,416,646	17.2%	(\$355,646)	-14.72%	
53000	Trade Marketing - Foodservice	\$507,500	4.7%	\$725,000	5.2%	(\$217,500)	-30.00%	
59000	Marketing Activities Support	\$177,500	1.7%	\$182,875	1.3%	(\$5,375)	-2.94%	
57000	California Avocado Merchandise Shop	\$0	0.0%	\$10,000	0.1%	(\$10,000)	-100.00%	
	Subtotal Marketing Programs	\$6,136,000	57.1%	\$8,600,000	61.2%	(\$2,464,000)	-28.65%	
	EXPENDITURES: Non-Marketing Programs							
64000 & 65000	Industry Affairs & Production Research	\$1,445,418	13.4%	\$1,587,060	11.3%	(\$141,642)	-8.92%	
66010	Grant Programs	\$300,000	2.8%	\$400,000	2.8%	(\$100,000)	-25.00%	
70000	Operations	\$2,867,339	26.7%	\$3,466,160	24.7%	(\$598,821)	-17.28%	
	Subtotal Non-Marketing Programs	\$4,612,757	42.9%	\$5,453,220	38.8%	(\$840,463)	-15.41%	
	Total Expenditures	\$10,748,757	100.0%	\$14,053,220	100.0%	(\$3,304,463)	-23.51%	
	Excess Of Revenues Over (Under) Expenditures	(\$1,248,632)	-13.1%	(\$3,535,908)	-33.6%	\$2,287,276	-64.69%	
	Estimated Beginning Reserves - Nov. 1	\$6,660,642		\$11,613,549		(\$4,952,908)	-42.65%	
	<i>Estimated 2022-23 Revenue Shortfall based on Volume & Price/LB</i>			<i>(\$2,017,000)</i>				
	<i>Estimated 2022-23 Unspent Funds Returned to Reserves</i>			<i>\$600,000</i>				
	Estimated Ending Reserves - Oct. 31	\$5,412,010		\$6,660,642		(\$1,248,632)	-18.75%	

**CALIFORNIA AVOCADO COMMISSION
2023-24 PROJECTION & BUDGET
WITH COMPARISON TO 2022-23**

Department: Marketing

ACCT CODE	DEPT/ACTIVITY	2023-24		2022-23		2023-24 vs. 2022-23		COMMENT
		BUDGET	%	BUDGET	%	INCREASE (DECREASE)	PERCENT CHANGE	
<u>Consumer Marketing:</u>								
51001	Media	TBD	0.0%	\$2,900,000	33.7%		0.00%	Line item budget detail to be developed with new agency
51002	Production	TBD	0.0%	\$125,000	1.5%		0.00%	
55XXX	Online Marketing	TBD	0.0%	\$349,750	4.1%		0.00%	
51801 & 57002	Program Administration	TBD	0.0%	\$1,361,799	15.8%		0.00%	
Consumer Marketing Subtotal		\$3,200,000	52.2%	\$4,736,549	55.1%	(\$1,536,549)	-32.44%	
<u>Consumer Public Relations:</u>								
5400X & 5420X	Brand Advocates	\$115,000	1.9%	\$115,000	1.3%	\$0	0.00%	
5400X & 541XX	Public Relations	\$75,000	1.2%	\$225,000	2.6%	(\$150,000)	-66.67%	
5480X	Program Administration	\$0	0.0%	\$100,500	1.2%	(\$100,500)	-100.00%	
Consumer Public Relations Subtotal		\$190,000	3.1%	\$440,500	5.1%	(\$250,500)	-56.87%	
<u>Consumer/Trade Living Well:</u>								
54206	Living Well Brand Advocates	\$0	0.0%	\$78,430	0.9%	(\$78,430)	-100.00%	
54201	Industry Partnerships	\$0	0.0%	\$0	0.0%	\$0	100.00%	
54802	Program Administration	\$0	0.0%	\$10,000	0.1%	(\$10,000)	-100.00%	
Consumer/Trade Living Well Subtotal		\$0	0.0%	\$88,430	1.0%	(\$88,430)	-100.00%	
<u>Trade - Retail:</u>								
520XX	Trade Relations	\$685,300	11.2%	\$946,530	11.0%	(\$261,230)	-27.60%	
521XX & 523XX	Retail & Consumer Promotions	\$1,047,500	17.1%	\$1,107,916	12.9%	(\$60,416)	-5.45%	
522XX	Data, Research & Analysis	\$262,200	4.3%	\$288,700	3.4%	(\$26,500)	-9.18%	
524XX	Administration & Other	\$66,000	1.1%	\$73,500	0.9%	(\$7,500)	-10.20%	
Trade - Retail Subtotal		\$2,061,000	33.6%	\$2,416,646	28.1%	(\$355,646)	-14.72%	
<u>Trade - Foodservice:</u>								
53001	Media	\$0	0.0%	\$98,800	1.1%	(\$98,800)	-100.00%	
53101	Public Relations & Collateral Materials	\$103,300	1.7%	\$63,500	0.7%	\$39,800	62.68%	
53103	Foodservice Events	\$164,100	2.7%	\$296,500	3.4%	(\$132,400)	-44.65%	
53104	Chain Promotions	\$193,600	3.2%	\$210,200	2.4%	(\$16,600)	-7.90%	
53105	Education Programs	\$2,000	0.0%	\$2,000	0.0%	\$0	0.00%	
5380X	Program Administration	\$44,500	0.7%	\$54,000	0.6%	(\$9,500)	-17.59%	
Trade - Foodservice Subtotal		\$507,500	8.3%	\$725,000	8.4%	(\$217,500)	-30.00%	
<u>Marketing Activities Support:</u>								
51803	Marketing Planning & Export Program	\$177,500	2.9%	\$157,875	1.8%	\$19,625	12.43%	
51003	Buy California Marketing Agreement	\$0	0.0%	\$25,000	0.3%	(\$25,000)	-100.00%	
Marketing Activities Support Subtotal		\$177,500	2.9%	\$182,875	2.1%	(\$5,375)	-2.94%	
<u>California Avocado Merchandise Shop:</u>								
57XXX	Cost of Goods Sold	\$0	0.0%	\$1,000	0.0%	(\$1,000)	-100.00%	
577XX & 57900	Expenses - Variable	\$0	0.0%	\$0	0.0%	\$0	100.00%	
5780X	Expenses - Fees	\$0	0.0%	\$9,000	0.1%	(\$9,000)	-100.00%	
California Avocado Merchandise Shop Subtotal		\$0	0.0%	\$10,000	0.1%	(\$10,000)	-100.00%	
Total Marketing		\$6,136,000	100.0%	\$8,600,000	100.0%	(\$2,464,000)	-28.65%	

**CALIFORNIA AVOCADO COMMISSION
2023-24 PROJECTION & BUDGET
WITH COMPARISON TO 2022-23**

Department: Industry Affairs & Production Research

ACCT CODE	DEPT/ ACTIVITY	2023-24		2022-23		2023-24 vs. 2022-23		COMMENT
		BUDGET	%	BUDGET	%	INCREASE (DECREASE)	PERCENT CHANGE	
	<u>Industry Statistics And Information:</u>							
64001	AMRIC Operation	\$27,000	2.2%	\$28,000	2.2%	(\$1,000)	-3.57%	
64002	Crop Forecasting and Analysis	\$80,000	6.6%	\$124,500	9.6%	(\$44,500)	-35.74%	
64003	Grower Database	\$1,500	0.1%	\$3,000	0.2%	(\$1,500)	-50.00%	
64004	Grove Identification GIS Project Development	\$11,500	0.9%	\$17,750	1.4%	(\$6,250)	-35.21%	
	Industry Statistics And Information Subtotal	\$120,000	9.9%	\$173,250	13.3%	(\$53,250)	-30.74%	
	<u>Grower Communications:</u>							
64105	Online Information	\$31,000	2.6%	\$46,000	3.5%	(\$15,000)	-32.61%	
64106	Publications	\$108,500	9.0%	\$112,000	8.6%	(\$3,500)	-3.13%	Estimated FTG Income \$60,000
64107	Annual Meeting	\$20,000	1.7%	\$20,000	1.5%	\$0	0.00%	
64108	Annual Report	\$15,000	1.2%	\$15,000	1.2%	\$0	0.00%	
	Grower Communications Subtotal	\$174,500	14.4%	\$193,000	14.8%	(\$18,500)	-9.59%	
	<u>Issues Management:</u>							
64201	Water Issues	\$100,000	8.3%	\$100,000	7.7%	\$0	0.00%	
64202	Field/Technical Support	\$100,000	8.3%	\$65,000	5.0%	\$35,000	53.85%	
64204	Research Program Coordination & Outreach	\$120,000	9.9%	\$135,000	10.4%	(\$15,000)	-11.11%	
64206	Legislative & Regulatory Advocacy	\$125,000	10.3%	\$125,000	9.6%	\$0	0.00%	
64208	Product Registrations	\$5,000	0.4%	\$4,000	0.3%	\$1,000	25.00%	
64211	Sustainability Project	\$50,000	4.1%	\$150,000	11.5%	(\$100,000)	-66.67%	
	Issues Management Subtotal	\$500,000	41.3%	\$579,000	44.5%	(\$79,000)	-13.64%	
	<u>Legal/Governance:</u>							
64301	Elections	\$10,000	0.8%	\$10,000	0.8%	\$0	0.00%	
64302	Legal Support	\$100,000	8.3%	\$40,000	3.1%	\$60,000	150.00%	
64303	Governance Support	\$55,000	4.5%	\$55,000	4.2%	\$0	0.00%	
	Legal/Governance Subtotal	\$165,000	13.6%	\$105,000	8.1%	\$60,000	57.14%	
	<u>Demonstration Grove:</u>							
64401	Pine Tree - Rent	\$24,900	2.1%	\$17,008	1.3%	\$7,892	46.40%	Estimated PTR Income \$75,000
64402	Pine Tree - Grove Management	\$52,000	4.3%	\$30,000	2.3%	\$22,000	73.33%	
64403	Pine Tree - Utilities	\$5,400	0.4%	\$3,600	0.3%	\$1,800	50.00%	
64404	Pine Tree - Property Tax & Insurance	\$2,520	0.2%	\$1,680	0.1%	\$840	50.00%	
64405	Pine Tree - Improvements & Misc Expenses	\$5,000	0.4%	\$5,000	0.4%	\$0	0.00%	
64406 - 64409	Pine Tree - Harvesting, Hauling, CAC & HAB Assessments	\$15,155	1.3%	\$16,813	1.3%	(\$1,658)	-9.86%	
	Demonstration Grove Subtotal	\$104,975	8.7%	\$74,101	5.7%	\$30,874	41.66%	
	<u>Education & Outreach:</u>							
64501	Field Meetings, Seminars & Workshops	\$15,000	1.2%	\$23,500	1.8%	(\$8,500)	-36.17%	
64502	Pine Tree Ranch Field Days	\$2,000	0.2%	\$2,000	0.2%	\$0	0.00%	
64503	Grower Outreach	\$4,000	0.3%	\$13,500	1.0%	(\$9,500)	-70.37%	
	Education & Outreach Subtotal	\$21,000	1.7%	\$39,000	3.0%	(\$18,000)	-46.15%	
	<u>Other:</u>							
64801	Dues, Sponsorships, & Reports	\$41,000	3.4%	\$42,600	3.3%	(\$1,600)	-3.76%	
64802	Grant Writing	\$2,500	0.2%	\$2,500	0.2%	\$0	0.00%	
64803	Travel	\$60,000	5.0%	\$75,000	5.8%	(\$15,000)	-20.00%	
64804	Office Expense	\$10,000	0.8%	\$13,000	1.0%	(\$3,000)	-23.08%	
64805	Committee Meeting Expense	\$5,000	0.4%	\$5,000	0.4%	\$0	0.00%	
64901	Anti-Theft Reward Program	\$7,500	0.6%	\$0	0.0%	\$7,500	100.00%	
	Other Industry Affairs Subtotal	\$126,000	10.4%	\$138,100	10.6%	(\$12,100)	-8.76%	
	Total Industry Affairs	\$1,211,475	100.0%	\$1,301,451	100.0%	(\$89,976)	-6.91%	

**CALIFORNIA AVOCADO COMMISSION
2023-24 PROJECTION & BUDGET
WITH COMPARISON TO 2022-23**

Department: Industry Affairs & Production Research

ACCT CODE	DEPT/ACTIVITY	2023-24		2022-23		2023-24 vs. 2022-23		COMMENT
		BUDGET	%	BUDGET	%	INCREASE (DECREASE)	PERCENT CHANGE	
	<u>Pest & Disease Projects:</u>							
65131	Phenology and ecology of avocado lace bug in Southern Calif	\$30,572	13.1%	\$76,074	26.6%	(\$45,502)	-59.81%	
651XX	PLACEHOLDER: Avocado Branch Canker	\$30,000	12.8%	\$0	0.0%	\$30,000	100.00%	
	Pest & Disease Project Subtotal	\$60,572	25.9%	\$76,074	26.6%	(\$15,502)	-20.38%	
	<u>Breeding, Varieties, Genetics Projects:</u>							
65215	Commercial-Scale Field Testing and Potential Release of Roc	\$89,628	38.3%	\$89,628	31.4%	\$0	0.00%	
652XX	CAL POLY - Commercial-scale field testing and potential rele	\$16,690	7.1%	\$0	0.0%	\$16,690	100.00%	
	Breeding, Varieties, Genetics Projects Subtotal	\$106,318	45.4%	\$89,628	31.4%	\$16,690	18.62%	
	<u>Cultural Management Projects:</u>							
6532X	Chloride Mitigation Strategies	\$0	0.0%	\$24,866	8.7%	(\$24,866)	-100.00%	
65323	Develop tools and info on crop water use	\$67,053	28.7%	\$95,041	33.3%	(\$27,988)	-29.45%	
	Cultural Management Projects Subtotal	\$67,053	28.7%	\$119,907	42.0%	(\$52,854)	-44.08%	
	Total Production Research	\$233,943	100.0%	\$285,609	100.0%	(\$51,666)	-18.09%	

Department: Grant Programs

ACCT CODE	DEPT/ACTIVITY	2023-24		2022-23		2023-24 vs. 2022-23		COMMENT
		BUDGET	%	BUDGET	%	INCREASE (DECREASE)	PERCENT CHANGE	
66020-91	USDA Grant-FAS MAP South Korea	\$160,000	53.3%	\$200,000	50.0%	(\$40,000)	-20.00%	
66021-92	USDA Grant-FAS MAP China	\$140,000	46.7%	\$200,000	50.0%	(\$60,000)	-30.00%	
	Total Grant Programs	\$300,000	100.0%	\$400,000	100.0%	(\$100,000)	-25.00%	

**CALIFORNIA AVOCADO COMMISSION
2023-24 PROJECTION & BUDGET
WITH COMPARISON TO 2022-23**

Department: Operations

ACCT CODE	DEPT/ACTIVITY	2023-24		2022-23		2023-24 vs. 2022-23		COMMENT
		BUDGET	%	BUDGET	%	INCREASE (DECREASE)	PERCENT CHANGE	
<u>Office Expense:</u>								
71101 & 71102	Office Rent & Property Tax	\$155,705	5.4%	\$146,295	4.2%	\$9,410	6.43%	
71104	Offsite Storage	\$9,300	0.3%	\$8,580	0.2%	\$720	8.39%	
71111	Corporate Insurance	\$96,000	3.3%	\$96,800	2.8%	(\$800)	-0.83%	
71121 - 71123	Office Expense, Supplies & Janitorial	\$27,650	1.0%	\$38,750	1.1%	(\$11,100)	-28.65%	
71131	Utilities	\$14,600	0.5%	\$16,600	0.5%	(\$2,000)	-12.05%	
71141	Bank & Payroll Fees	\$16,000	0.6%	\$17,800	0.5%	(\$1,800)	-10.11%	
71151	Equipment Maintenance & Expense	\$20,000	0.7%	\$28,800	0.8%	(\$8,800)	-30.56%	
71161 - 71181	Telephone, Cell Phone, Postage & Courier Service	\$29,420	1.0%	\$28,050	0.8%	\$1,370	4.88%	
	Office Expense Subtotal	\$368,675	12.9%	\$381,675	11.0%	(\$13,000)	-3.41%	
<u>Professional Fees:</u>								
71201	CPA-Financial Audits	\$40,000	1.4%	\$34,300	1.0%	\$5,700	16.62%	
71203	CPA-Assessment Audits	\$28,500	1.0%	\$28,270	0.8%	\$230	0.81%	
71207	CDFA Fiscal and Compliance Audit	\$14,500	0.5%	\$9,350	0.3%	\$5,150	55.08%	
71211	CDFA Charges	\$81,960	2.9%	\$81,960	2.4%	\$0	0.00%	
71221	USDA-AMS Charges	\$60,000	2.1%	\$60,000	1.7%	\$0	0.00%	
71231 - 71235	Legal & Other Professional	\$7,500	0.3%	\$22,500	0.6%	(\$15,000)	-66.67%	
712XX	Outsourced Accounting	\$150,000	5.2%	\$120,000	3.5%	\$30,000	25.00%	
78301	Pension Admin & Legal	\$52,300	1.8%	\$52,300	1.5%	\$0	0.00%	
	Professional Fees Subtotal	\$434,760	15.2%	\$408,680	11.8%	\$26,080	6.38%	
<u>Personnel Expenses:</u>								
71301 & 71321	Payroll Expense (Wages, Tax & Wrkrs Comp) - Ops & IA	\$645,680	22.5%	\$1,820,450	52.5%	(\$408,490)	-22.44%	
	Payroll Expense (Wages, Tax & Wrkrs Comp) - Marketing	\$766,280	26.7%					
71311	Pension Expense	\$117,625	4.1%	\$171,610	5.0%	(\$53,985)	-31.46%	
71331	Benefits Expense	\$236,432	8.2%	\$299,320	8.6%	(\$62,888)	-21.01%	
	Personnel Expenses Subtotal	\$1,766,017	61.6%	\$2,291,380	66.1%	(\$525,363)	-22.93%	
<u>Commissioner Expenses:</u>								
71401	District Meetings & Expenses	\$5,000	0.2%	\$5,000	0.1%	\$0	0.00%	
71402 & 71403	Travel, Lodging, Mileage, Meals & Entertainment	\$58,000	2.0%	\$76,425	2.2%	(\$18,425)	-24.11%	
71404	Board Meeting Expenses	\$31,000	1.1%	\$31,000	0.9%	\$0	0.00%	
714XX	HAB BOLD Participation	\$18,000	0.6%	\$18,000	0.5%	\$0	0.00%	
	Commissioner Expenses Subtotal	\$112,000	3.9%	\$130,425	3.8%	(\$18,425)	-14.13%	
<u>Information Technology:</u>								
73001 & 73002	Network Maint., Hardware, Software & Licenses	\$66,937	2.3%	\$51,430	1.5%	\$15,507	30.15%	
73003 & 73005	IT Support, Consulting & IT Service	\$56,500	2.0%	\$55,710	1.6%	\$790	1.42%	
73004	Accounting & Assessment System	\$11,500	0.4%	\$8,850	0.3%	\$2,650	29.94%	
	Information Technology Subtotal	\$134,937	4.7%	\$115,990	3.3%	\$18,947	16.34%	
<u>Depreciation, Interest & Other Operations:</u>								
78101	Operations Staff Travel	\$5,000	0.2%	\$30,000	0.9%	(\$25,000)	-83.33%	
78201	Depreciation Expense	\$0	0.0%	\$39,060	1.1%	(\$39,060)	-100.00%	
78401 & 78501	Dues & Reg., Education, Training, Recruitment, Other	\$20,950	0.7%	\$43,950	1.3%	(\$23,000)	-52.33%	
78601	Temporary Help	\$25,000	0.9%	\$25,000	0.7%	\$0	0.00%	
	Depreciation, Interest & Other Admin Subtotal	\$50,950	1.8%	\$138,010	4.0%	(\$87,060)	-63.08%	
	Total Operations	\$2,867,339	100.0%	\$3,466,160	100.0%	(\$598,821)	-17.28%	