



# **2024-25 BUSINESS PLAN**

**(Approved by CAC Board on October 10, 2024)**

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## CAC Priorities

**CAC Priority No. 1**

***Position California Avocados to be the most-valued and desired avocados among targeted audiences\****

*\*(targeted consumers, retailers, foodservice operators, wholesalers)\**

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

## **Brand Positioning/Promise**

When California Avocados are in season, you can count on their freshness and premium eating quality and feel good about buying them, because ethically sourced California Avocados are locally grown and sustainably farmed by California farmers who nurture the avocados and the land every step of the way.

## **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 most-valued and desired avocados among targeted audiences\***

\*(targeted consumers, retailers, foodservice operators, wholesalers)

### **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 can mean increased profitability for retailers, foodservice operators, wholesalers and, most importantly, growers.)

### **Objectives:**

1. Achieve a premium average price per pound that meets or exceeds the four-year historical F.O.B. price differential between California Avocados and imports
2. Maintain California Avocado awareness with our consumer targets
3. Increase perceived value and preference with our consumer targets
4. Build loyalty with existing and target new trade customers

### **Strategies:**

- A. Optimize messaging, programs and support framework, maintaining relevance with targeted consumers' evolving needs
- B. Consistently drive the brand essence and messaging hierarchy, differentiating California Avocados from other origins



- C. Utilize strategic insights and criteria that determine trade customer targets and promotion investment allocations
- D. Create collaborative trade programs that target the customers' avocado shoppers and patrons
- E. Ensure the "California" in California Avocados is prominent in all trade customer marketing communications, including in store and on menu where allowed
- F. Develop consumer and trade communications creating anticipation for the California Avocado season and ongoing demand throughout the season

### **Measures of Success:**

#### **Measures for achievement of this plan objective: *Increase perceived value and preference with our consumer targets***

- Using the 2024 CAC tracking study as a benchmark, measure maintenance of value attribute ratings among California consumers
  - Attribute ratings for California origin benchmarks (Q10): 39% for best tasting, 45% for most premium quality, 48% for freshest, 56% for most environmentally friendly farming practices
  - Benchmarks (QX1): 39% for worth paying more for, 63% for are the best avocados, 65% for ethically sourced
- Using the 2024 CAC tracking study as a benchmark measure maintenance of consumer preference for California Avocados among California consumers and among Western region consumers versus those from other sources
  - California benchmark (Q9): 60% prefer California; Western region benchmark: 56% prefer California

#### **Measures for achievement of this plan objective: *Maintain California Avocado awareness with our consumer targets***

- Using the 2024 CAC summer/fall tracking study as a benchmark, measure retention of very high awareness of the California avocado growing region among California consumers and as well as improvement of moderately high awareness among younger target consumers
  - Benchmark (Q3): 86% aided awareness among Californians ages 25+
  - Benchmark (Q3): 71% aided awareness among Californians ages 18-24
- Using the 2024 CAC summer/fall tracking study as a benchmark, measure maintenance in consumer association between avocados and summer among California consumers
  - Benchmark (Q23a): 61% associate California Avocados with spring
  - Benchmark (Q23a): 69% associate California Avocados with summer
- Increase year-over-year consumer media impressions by at least 9%
  - 2023-24 Actual: 164 million
  - 2024-25 Goal: 179 million

- Increase clicks on retailer-supporting social ads driving to store locators by at least 14%
  - 2023-24 Actual: 155,000
  - 2024-25 Goal: 177,000
- Increase media-driven store visits to local retailers carrying California Avocados by 8%
  - 2023-24 Actual: 237,500
  - 2024-25 Goal: 256,000
- Increase site traffic by at least 9%
  - 2023-24 Actual: 1.37 million
  - 2024-25 Goal: 1.49 million
- Increase consumer PR impressions by 25% over 2023-24 PR impressions goal
  - 2023-24 Target: 75 million
  - 2024-25 Goal: 93.75 million
- Achieve a 20% increase in influencer content impressions over 2023-24 influencer impressions goal
  - 2023-24 Target: 1.5 million
  - 2024-25 Goal: 1.8 million
- Secure at least 1 million influencer content impressions promoting in-store availability of California Avocados at 2 selected retail partners

**Measures for achievement of this plan objective: *Build loyalty with existing and target new trade customers***

- Retail
  - A minimum of 80% of target retail customers merchandising California Avocados
  - At least 55 retail activations with target current customers
  - At least 10 retail activations with targeted new or lapsed customers
  - Social media campaigns executed in up to 16 new and existing targeted retail customers
  - Social media support for up to 9 retail shopper marketing campaigns
- Foodservice
  - At least 12 returning chain partners from 2023-2024 participating in California Avocado foodservice promotions
  - At least 2 new foodservice partnerships (never partnered with or have not partnered within past 2 years)
  - California Avocados promoted/featured in approximately 1,100 foodservice units

**Measure for achievement of this plan objective: *Achieve a premium average price per pound that meets or exceeds the four-year historical F.O.B. price differential between California Avocados and imports***

- 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 vs. imports during California season (the period when California Avocados enter in-store availability in at least 45% of the targeted retailers’ stores until less than one million pounds are being shipped per week)

**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 is 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 most-valued and desired avocados among targeted audiences\*  
\*(targeted consumers, retailers, foodservice operators, wholesalers)

**Objective: Achieve a premium average price per pound that meets or exceeds the four-year historical F.O.B. price differential between California Avocados and imports**

**Objective: Maintain California Avocado awareness with our consumer targets**

**Objective: Increase perceived value and preference with our consumer targets**

**Objective: Build loyalty with existing and target new trade customers**

**STRATEGIES**

Optimize messaging, programs and support framework, maintaining relevance with targeted consumers' evolving needs

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

**STRATEGIES**

Utilize strategic insights and criteria that determine trade customer targets and promotion investment allocations

Create collaborative trade programs that target the customers' avocado shoppers and patrons

Ensure the "California" in California Avocados is prominent in all trade customer marketing communications, including in store and on menu where allowed

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





# CONSUMER MARKETING

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing</b>	<b>ACTIVITIES: Consumer Research, Strategic Planning, Media, Creative, Website, Social Media, Email, Reporting, Program Administration</b>	<b>AGENCY: Curious Plot</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Consumer Tracking Study &amp; Research</b> <ul style="list-style-type: none"> <li>• Manage tracking study process from proposal to final deliverable(s)</li> <li>• Support tracking study communications to CAC staff and stakeholders</li> <li>• Review HAB consumer research and share/incorporate insights relevant to CAC activities</li> </ul>	11/1/24	10/31/25	\$45,500	<ul style="list-style-type: none"> <li>• Tracking study needs analysis by 3/25</li> <li>• Tracking study project proposal by 5/25</li> <li>• Tracking study report by 10/31/25</li> <li>• Ongoing response to all tracking study support requests</li> </ul>
<b>Consumer Marketing Strategy Development and Annual Planning</b> <ul style="list-style-type: none"> <li>• Review research about avocado consumers and current target audience in key California Avocado markets and recommend most viable target(s)</li> <li>• Develop Key Performance Indicator targets</li> <li>• Facilitate 2025-26 annual planning</li> </ul>	11/1/24	10/31/25	\$120,000	<ul style="list-style-type: none"> <li>• Consumer research summary and target recommendation by 11/15/24 (pending 2024 Tracking Study Insights)</li> <li>• Final consumer target definition by 12/2/24</li> <li>• 2024-25 Plan KPI recommendations by 11/15/24</li> <li>• 2025-26 planning framework and timeline by 3/1/25</li> <li>• 2025-26 Performance Measures by 9/15/25</li> </ul>

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing</b>	<b>ACTIVITIES: Consumer Research, Strategic Planning, Media, Creative, Website, Social Media, Email, Reporting, Program Administration (cont.)</b>	<b>AGENCY: Curious Plot</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>Consumer Media Planning and Buying</b></p> <ul style="list-style-type: none"> <li>• Develop a comprehensive media plan (applicable to selected media channels, including digital and social) that                             <ul style="list-style-type: none"> <li>○ supports brand messaging</li> <li>○ reaches the consumer target</li> <li>○ supports target retail and foodservice account-specific initiatives</li> <li>○ activates consumers seeking avocados at or around retailers who merchandise California Avocados</li> </ul> </li> <li>• Optimize media plan as needed during California Avocado season</li> <li>• Identify and support market development geographies in concert with CAC staff and Retail Marketing Directors</li> </ul>	11/1/24	10/31/25	\$1,755,000	<ul style="list-style-type: none"> <li>• 2024-25 media plan recommendation by 11/15/24</li> <li>• Revised media plan recommendation (if applicable), within two weeks of initial recommendation)</li> <li>• Negotiated plan recap and media plan schedules by 1/17/25</li> <li>• Media purchasing and implementation per approved plan</li> <li>• Media plan optimizations based on analysis of results</li> <li>• 2025-26 media preliminary plan presentation by 10/31/25</li> </ul>

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing</b>	<b>ACTIVITIES: Consumer Research, Strategic Planning, Media, Creative, Website, Social Media, Email, Reporting, Program Administration (cont.)</b>	<b>AGENCY: Curious Plot</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>Consumer Creative Strategy, Content &amp; Production</b></p> <ul style="list-style-type: none"> <li>• Evolve 2023-24 consumer advertising campaign creative in ways that continue to drive the California Avocado brand essence and messaging hierarchy, differentiating California Avocados from other origins for use in 2024-25</li> <li>• Manage efficient, innovative asset production for paid and owned media that highlights agreed-upon messaging pillars</li> <li>• Facilitate alignment across agencies in targeted approach and execution</li> <li>• Develop creative that champions diversity, equity and inclusion for strategic seasonal program promotions</li> <li>• Provide images, scripts and other assets that support handler, retail and foodservice customer presentations and stakeholder communications</li> </ul>	11/1/24	10/31/25	\$511,600	<ul style="list-style-type: none"> <li>• 2024-25 initial creative campaign evolution concepts by 12/2/24</li> <li>• Production of 1-2 video/photoshoots (themes TBD by campaign evolution)</li> <li>• Management of one social video studio shoot (10 vertical videos)</li> <li>• Campaign brand guidelines and assets that support approved media plan by 1/17/25 and as needed based on launch date</li> <li>• Final campaign deliverables and number of assets to be determined by approved media plan and approved additional creative opportunities</li> <li>• Delivery of campaign assets in a timely manner as requested by CAC</li> <li>• 2025-26 preliminary creative campaign evolution concepts presented by 10/31/25</li> </ul>

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing</b>	<b>ACTIVITIES: Consumer Research, Strategic Planning, Media, Creative, Website, Social Media, Email, Reporting, Program Administration (cont.)</b>	<b>AGENCY: Curious Plot</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>Consumer Website Strategy, Content &amp; Management</b></p> <ul style="list-style-type: none"> <li>• Perform comprehensive Search Engine Optimization audit and content update</li> <li>• Leverage audit learnings and align key content with agreed-upon messaging pillars</li> <li>• Conceptualize and develop content for website</li> <li>• Perform ongoing overall site maintenance for <a href="https://CaliforniaAvocado.com">https://CaliforniaAvocado.com</a> <ul style="list-style-type: none"> <li>○ Support ongoing business needs with frontend and backend development</li> <li>○ Support Content Management System improvements, as needed</li> </ul> </li> <li>• Ensure the site continues to be compliant with Americans with Disabilities Act, resolve blocker and critical issues</li> <li>• Manage all third-party hosting and software services</li> </ul>	11/1/24	10/31/25	\$83,600	<ul style="list-style-type: none"> <li>• SEO audit by 12/31/24 and ongoing execution/fixes</li> <li>• 2024-25 integrated all-channel content calendar by 11/15/24</li> <li>• Creative development and campaign integration into website content by 4/1/25</li> <li>• Ongoing content updates and organization</li> <li>• Ongoing website updates, as requested</li> <li>• Monthly (2x) maintenance and updates</li> <li>• Management of third-party hosting and software services</li> <li>• 2025-26 preliminary integrated all-channel content calendar started by 10/31/25</li> </ul>

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing</b>	<b>ACTIVITIES: Consumer Research, Strategic Planning, Media, Creative, Website, Social Media, Email, Reporting, Program Administration (cont.)</b>	<b>AGENCY: Curious Plot</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>Consumer Social Media Strategy, Content &amp; Management</b></p> <ul style="list-style-type: none"> <li>• Develop and implement strategies for organic and paid social</li> <li>• Manage all social channels and tools</li> <li>• Integrate with all programs and channels (email, website, influencer, PR, media)</li> <li>• Develop, curate and produce content for social media channels (Facebook, Instagram, Pinterest, TikTok, Stories)</li> <li>• Create and continually optimize social media community management response matrix</li> <li>• Proactively engage targeted social media users and perform day-to-day community management Reactively engage with comments, questions, DMs and tags via Sprout inbox</li> <li>• Comment filtering including deleting Spam, hateful or otherwise negative sentiments</li> <li>• Set up listening, monitor social conversations and trend opportunities for engagement, User Generated Content and topic mining</li> <li>• Implement social media advertising plan</li> </ul>	11/1/24	10/31/25	\$375,500	<ul style="list-style-type: none"> <li>• 2024-25 social content and advertising plan by 11/15/24</li> <li>• Monthly editorial calendars and asset development and publishing to channels</li> <li>• Ad plan management and execution</li> <li>• Targeting and list management</li> <li>• Proactive community management (3x/week during peak season, 1x/week pre and post)</li> <li>• Reactive community management (5x/week during peak season, 2/week pre and post)</li> <li>• Social media community management response matrix by 11/15/24; continued updates throughout 2024-25</li> <li>• Ongoing social media listening and social channel management through third-party tools and software services</li> <li>• 2025-26 social content and advertising presentation by 10/31/25</li> </ul>

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing</b>	<b>ACTIVITIES: Consumer Research, Strategic Planning, Media, Creative, Website, Social Media, Email, Reporting, Program Administration (cont.)</b>	<b>AGENCY: Curious Plot</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>Consumer Email Marketing</b></p> <ul style="list-style-type: none"> <li>Develop and implement consumer email marketing strategies that integrate into overall social media content calendar</li> <li>Create and distribute newsletter content</li> <li>Manage audience lists</li> <li>Audit content and lists; execute optimizations</li> <li>Develop and implement strategies for leveraging email list in other digital marketing initiatives based on location, open rates, etc.</li> </ul>	11/1/24	10/31/25	\$77,500	<ul style="list-style-type: none"> <li>2024-25 email plan by 11/15/24</li> <li>Content audit and optimization recommendations by 12/31/24</li> <li>Welcome Email optimizations + Welcome Series build out by 1/31/25</li> <li>Ongoing A/B testing of content and creative</li> <li>Segmentation strategy and execution                             <ul style="list-style-type: none"> <li>List segmentation and tagging by 1/31/25</li> <li>Progressive profiling (ongoing)</li> <li>Dynamic zip-code targeting (ongoing)</li> </ul> </li> <li>Enewsletter development and distribution (12 issues)</li> <li>Management of third-party tools and software services (MailChimp) for email marketing activities</li> <li>2025-26 email preliminary plan presentation by 10/31/25</li> </ul>

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing</b>	<b>ACTIVITIES: Consumer Research, Strategic Planning, Media, Creative, Website, Social Media, Email, Reporting, Program Administration (cont.)</b>	<b>AGENCY: Curious Plot</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Consumer Program Reporting</b> <ul style="list-style-type: none"> <li>Provide performance analysis for media, website, email and social media via digital dashboard</li> <li>Implement approved optimization recommendations</li> <li>Provide campaign dashboard reports summarizing campaign's performance; provide insight and direction for 2025-26</li> </ul>	11/1/24	12/12/25	\$70,000	<ul style="list-style-type: none"> <li>Campaign performance reporting and recommendations via digital dashboard (Monthly May-August; Quarterly Nov-Apr)</li> <li>Campaign Mid- and Wrap-up Report via PPT Dashboard (final report due six weeks after campaign conclusion, estimated 10/24/25)</li> <li>Meeting decks and reporting, as requested</li> </ul>
<b>Account Administration</b> <ul style="list-style-type: none"> <li>Provide ongoing strategic direction and consultation</li> <li>Coordinate and project manage day-to-day operations of account</li> <li>Provide leadership across key brand and creative initiatives</li> <li>Contribute outlines and content for From the Grove and the GreenSheet articles</li> </ul>	11/1/24	10/31/25	\$90,000	<ul style="list-style-type: none"> <li>Ongoing administrative activities, including team and client meetings</li> <li>Contributions to GreenSheet via outlines and From the Grove via outlines/articles</li> <li>Attendance and presentation at Board, Marketing Committee and Handler meetings, as directed by CAC</li> <li>Monthly budget tracking report with monthly invoice</li> </ul>
<b>CONSUMER MARKETING: CONSUMER RESEARCH, STRATEGIC PLANNING, MEDIA, CREATIVE, WEBSITE, SOCIAL MEDIA, EMAIL, PROGRAM ADMINISTRATION, REPORTING: CURIOUS PLOT SUBTOTAL:</b>			<b>\$3,128,700</b>	



## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing – Public Relations</b>	<b>ACTIVITIES: Media Relations, Trade Support, Spokesperson Networks, Media Tour, Consumer Influencers</b>	<b>AGENCY: Curious Plot</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Media Outreach</b> <ul style="list-style-type: none"> <li>Support California Avocado Commission public relations plan development and execution</li> <li>Begin outreach to target media as early as possible to inform them on the season’s timing</li> <li>Develop targeted story angles and proactively pitch target media and disseminate key messages</li> <li>Respond to media requests/inquiries and vet opportunities accordingly</li> <li>Secure media coverage around California Avocados in broadcast, print, qualified blogs and online outlets that reach target consumers and activate them to seek California Avocados at time of purchase</li> <li>Support select media opportunities with onsite staff</li> <li>Maintain trade media contact list for CAC</li> </ul>	11/1/24	10/31/25	\$55,000	<ul style="list-style-type: none"> <li>2024-25 media relations outreach plan, including KPI recommendations, by 11/15/24</li> <li>On going targeted pitches and press releases around key season milestones</li> <li>Consistent media coverage around California Avocados</li> <li>Staff up to 3 media opportunities throughout season</li> <li>Ongoing media list management and optimization (dailies, TV, radio, lifestyle outlets, food-centric outlets, trade contacts)</li> <li>2025-26 media relations preliminary plan presentation by 10/31/25</li> </ul>
<b>Media Monitoring (Trade and Consumer)</b> <ul style="list-style-type: none"> <li>Monitor and track media coverage for consumer and trade media</li> <li>Manage Cision or other media monitoring service</li> </ul>	11/1/24	10/31/25	\$37,500	<ul style="list-style-type: none"> <li>Monthly coverage reports (in-season)</li> <li>Quarterly coverage reports (pre/post)</li> <li>Management and optimization of Media Monitoring Service (Cision)</li> </ul>

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing – Public Relations</b>	<b>ACTIVITIES: Media Relations, Trade Support, Spokesperson Networks, Media Tour, Consumer Influencers (cont.)</b>	<b>AGENCY: Curious Plot</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Media Toolkit</b> <ul style="list-style-type: none"> <li>Develop core California Avocado messaging guidelines</li> <li>Convert into messaging toolkit for grower spokespeople, influencers, media, etc.</li> </ul>	11/1/24	1/31/25	\$5,000	<ul style="list-style-type: none"> <li>Core California Avocado messaging guidelines by 12/13/24</li> <li>Branded media/messaging toolkit by 1/31/25</li> </ul>
<b>Grower Spokesperson Network</b> <ul style="list-style-type: none"> <li>Secure a network of 2-4 “on call” CA grower media spokespeople, who can be used for phone interviews, quotes in releases, TV segments, etc.</li> <li>Conduct a mini-media training session for these spokespeople ahead of the season, along with individual briefing calls ahead of each interview opportunity</li> </ul>	11/1/24	8/31/25	\$6,000	<ul style="list-style-type: none"> <li>2-4 key grower contacts secured as annual spokespeople by 12/13/24 date</li> <li>Mini media training session via video or phone calls with each contact by 1/31/25 date</li> <li>Ongoing pre-media opportunity briefings in advance of each spokesperson activity</li> </ul>
<b>Local Market Spokesperson Program</b> <ul style="list-style-type: none"> <li>Secure and leverage 3-5 local market spokespeople for PR opportunities (chefs, local food personalities, retailer RDs and growers)</li> <li>Conduct messaging trainings for spokespeople ahead of each media opportunity</li> <li>Throughout pre- and in-season, work with local spokespeople for myriad of media opportunities</li> </ul>	11/1/24	8/31/25	\$15,000	<ul style="list-style-type: none"> <li>3-5 local market contacts secured by 12/13/25</li> <li>Mini message training sessions via video or phone calls with each contact ahead of each of their media opportunities by 1/31/25</li> </ul>
<b>MAT Release</b> Develop/distribute eating in season-themed MAT release at beginning of season in key Western region markets and potential outer markets	3/1/25	5/1/25	\$8,500	MAT release development and management (themed: eating in season) 3/7/25 for deployment 4/1/25

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing – Public Relations</b>	<b>ACTIVITIES: Media Relations, Trade Support, Spokesperson Networks, Media Tour, Consumer Influencers (cont.)</b>	<b>AGENCY: Curious Plot</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>California Avocado Grove Tour</b> <ul style="list-style-type: none"> <li>Develop plan for and manage all logistics of grove tour to be attended by consumer and trade media, foodservice and retail partners, where attendees learn about the competitive advantages of California Avocado</li> <li>Lead and coordinate logistics with all agencies who will be inviting attendees to the tour</li> <li>Develop all messaging/scripts, creative materials and attendee communications</li> <li>Pitch/secure/coordinate logistics for consumer media/influencer attendees</li> </ul>	11/1/24	8/31/25	\$100,000	<ul style="list-style-type: none"> <li>Overall 2024-25 grove tour plan by 11/15/24, and location(s) determined by 12/13/24</li> <li>Tour logistical development and management</li> <li>Tour overview and strategic integration opportunity for all agencies inviting attendees</li> <li>Core messaging and scripts for all presenters</li> <li>Creative materials and attendee communication templates</li> <li>8-10 consumer media secured for attendance</li> <li>Wrap report of activation</li> <li>2025-26 grove tour preliminary plan presentation by 10/31/25</li> </ul>
<b>Influencer Partnerships</b> <ul style="list-style-type: none"> <li>Develop the 2025 California Avocado Season influencer strategy and talent roster</li> <li>Secure California influencers whose communications celebrate and continue the momentum of the California Avocado season</li> <li>Handle outreach, negotiations, contracting and payment Coordinate a meeting with CAC and all talent to review the campaign brief, content expectations and timing</li> <li>Campaign execution to be handled by CAC</li> </ul>	11/1/24	8/31/25	\$141,000	<ul style="list-style-type: none"> <li>Influencer strategy and talent roster by 12/31/24</li> <li>5-10 contracted influencers secured by 2/14/25</li> </ul>
<b>CONSUMER MARKETING – PUBLIC RELATIONS: MEDIA RELATIONS, TRADE SUPPORT, SPOKESPERSON NETWORKS, MEDIA TOUR, CONSUMER INFLUENCERS: CURIOUS PLOT SUBTOTAL:</b>			<b>\$368,000</b>	

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing – Retail Support Programs</b>	<b>ACTIVITIES: Strategic Planning, Media, Creative, Social Media, Influencer, Regional Activations, Reporting, Program Administration</b>	<b>AGENCY: Curious Plot</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Retail Support Marketing Strategy Development and Annual Planning</b> <ul style="list-style-type: none"> <li>• Support and drive retail program activities tied to retailer or retail purchase</li> <li>• Review and manage retail shopper target audiences specific to retail partners</li> <li>• Develop Key Performance Indicator targets</li> <li>• Contribute to 2025-26 annual planning</li> </ul>	11/1/24	10/31/25	\$55,000	<ul style="list-style-type: none"> <li>• Streamlined process/plan for retailer information intake, review and activations (working file) by 1/17/25</li> <li>• 2024-25 retail support KPI recommendations by 11/15/24</li> </ul>
<b>Retail Support Media Planning and Buying</b> <ul style="list-style-type: none"> <li>• Develop a comprehensive retail shopper media plan (applicable to selected media channels, including digital and social) that                             <ul style="list-style-type: none"> <li>○ supports brand messaging</li> <li>○ reaches the consumer target</li> <li>○ supports target retail account-specific initiatives</li> <li>○ activates consumers seeking avocados at or around retailers who merchandise California Avocados</li> </ul> </li> <li>• Optimize media plan as needed during California Avocado season</li> </ul>	11/1/24	10/31/25	\$370,000	<ul style="list-style-type: none"> <li>• 2024-25 retail support media plan recommendation by 11/15/24</li> <li>• Revised media plan recommendation (if applicable), within two weeks of initial recommendation)</li> <li>• Negotiated plan recap and media plan schedules by 1/17/25</li> <li>• Media purchasing and implementation per approved plan</li> <li>• Media plans and optimizations based on ongoing results</li> <li>• 2025-26 retail support social advertising plan presentation by 10/31/25</li> </ul>

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing – Retail Support Programs</b>	<b>ACTIVITIES: Strategic Planning, Media, Creative, Social Media, Influencer, Regional Activations, Reporting, Program Administration (cont.)</b>	<b>AGENCY: Curious Plot</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Retail Support Creative and Production</b> <ul style="list-style-type: none"> <li>Support CAC, RMDs and PJ/PR with creative content design and production</li> <li>Point-of-sale material design, copywriting, and production</li> <li>Digital ads and ecommerce creative support</li> <li>Conduct small-scale grower shoot (1-2 staff) capturing vertical phone videos for retailers to use on channels</li> </ul>	11/1/24	10/31/25	\$70,000	<ul style="list-style-type: none"> <li>Ongoing development of retail support assets (20-25 total), as determined in partnership with CAC staff, RMDs, PJ/PR (POS, in-store signage, digital banners, social posts)</li> <li>Production of 1 small-scale grower shoot (up to 10 vertical grower videos) by 3/14/25; videos delivered by 4/1/25</li> <li>Creative production/printing as needed</li> </ul>
<b>Retail Support Social Media</b> <ul style="list-style-type: none"> <li>Develop and implement social strategies and ad plan that promotes California Avocados at retail partner locations</li> <li>Develop and produce retail-tagged content for social media channels (Facebook, Instagram)</li> <li>Monitor and report on progress</li> </ul>	11/1/24	10/31/25	\$181,900	<ul style="list-style-type: none"> <li>2024-25 retail support social advertising plan by 11/15/24</li> <li>Ongoing retailer targeting list management</li> <li>Ongoing co-branded retail content development and management</li> <li>2025-26 retail support social advertising plan started by 9/25/25</li> </ul>

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing – Retail Support Programs</b>	<b>ACTIVITIES: Strategic Planning, Media, Creative, Social Media, Influencer, Regional Activations, Reporting, Program Administration (cont.)</b>	<b>AGENCY: Curious Plot</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>Retail Support Influencer Content</b></p> <ul style="list-style-type: none"> <li>• Develop and manage “Come Shop with Me” Influencer Program                             <ul style="list-style-type: none"> <li>○ Partner with one content creator in each of five identified markets to develop content supporting a market-specific retail partner’s California Avocado availability in their stores</li> <li>○ Each influencer is specific to one retailer (no crossover)</li> <li>○ Identification, content development, contracting, and payments</li> </ul> </li> <li>• Develop retail influencer owned content partnership plan                             <ul style="list-style-type: none"> <li>○ Outreach, negotiations, contracting and payment Coordinate a meeting with CAC + all talent to review the campaign brief, content expectations and timing</li> <li>○ Campaign execution to be handled by CAC</li> </ul> </li> <li>• Photo Shoots and Editing                             <ul style="list-style-type: none"> <li>○ Source, modify or develop recipe photos that support and encourage in-season California Avocado retail initiatives</li> </ul> </li> </ul>	11/1/24	10/31/25	\$184,000	<ul style="list-style-type: none"> <li>• “Come Shop with Me” influencer strategy and talent roster by 12/31/24</li> <li>• Secure 5 influencers to execute “Come Shop with Me” content by 2/14/25</li> <li>• Secure 2-3 California influencers to provide content to retailers by 2/14/25</li> <li>• Contracts and payment as needed</li> <li>• 3 full-day studio shoots of 7 recipes each, or equivalent</li> </ul>

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing – Retail Support Programs</b>	<b>ACTIVITIES: Strategic Planning, Media, Creative, Social Media, Influencer, Regional Activations, Reporting, Program Administration (cont.)</b>	<b>AGENCY: Curious Plot</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Regional Retail Activations</b> <ul style="list-style-type: none"> <li>• Develop and execute custom retailer in-store campaign activities</li> <li>• Create supporting materials (handouts, giveaways)</li> </ul>	11/1/24	10/31/25	\$190,000	<ul style="list-style-type: none"> <li>• Planning and logistical management of 2 Regional Retail Activation Events, including:               <ul style="list-style-type: none"> <li>○ 2024-25 plan complete by 11/15/24</li> <li>○ Retail partners secured by 12/13/24</li> <li>○ Final plan with retailers complete by 1/17/25</li> <li>○ Retail partner coordination and site visits</li> <li>○ Messaging/scripting for presenters and briefing books</li> <li>○ Creative materials and attendee communications</li> </ul> </li> <li>• 8-15 influencers secured per event</li> <li>• Wrap reports for each activation</li> <li>• 2025-26 regional retail activations preliminary plan presentation by 10/31/25</li> </ul>

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing – Retail Support Programs</b>	<b>ACTIVITIES: Strategic Planning, Media, Creative, Social Media, Influencer, Regional Activations, Reporting, Program Administration (cont.)</b>	<b>AGENCY: Curious Plot</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Retail Support Program Reporting</b> <ul style="list-style-type: none"> <li>Provide monthly performance analysis for retail-supporting programs (media and social Media) via digital dashboard</li> <li>Implement approved optimization recommendations</li> <li>Provide campaign dashboard reports summarizing campaign’s performance; provide insight and direction for 2025-26</li> </ul>	11/1/24	10/31/25	\$20,000	<ul style="list-style-type: none"> <li>Campaign performance reporting and recommendations via digital dashboard (Monthly May-August; Quarterly Nov-Apr)</li> <li>Campaign Mid- and Wrap-up Report via PPT Dashboard (final report due six weeks after campaign conclusion, estimated 10/24/25)</li> <li>Meeting decks and reporting, as requested</li> </ul>
<b>Retail Support Account Administration</b> <ul style="list-style-type: none"> <li>Provide ongoing strategic direction and consultation</li> <li>Coordinate and project manage day-to-day operations of account</li> <li>Provide leadership across key brand and creative initiatives</li> </ul>	11/1/24	10/31/25	\$30,000	<ul style="list-style-type: none"> <li>Ongoing administrative activities, including team and client meetings</li> <li>Contributions to GreenSheet outlines and From the Grove outlines/articles</li> <li>Attendance and presentation at Board, Marketing Committee and Handler meetings, as directed by CAC</li> <li>Monthly budget tracking report with monthly invoice</li> </ul>
<b>CONSUMER MARKETING – RETAIL SUPPORT: STRATEGIC PLANNING, MEDIA, CREATIVE, SOCIAL MEDIA, INFLUENCER, REGIONAL ACTIVATIONS, REPORTING, PROGRAM ADMINISTRATION: CURIOUS PLOT SUBTOTAL:</b>			<b>\$1,100,900</b>	

**2024-25 TOTAL CONSUMER MARKETING BUDGET: \$4,597,600**





# TRADE MARKETING – RETAIL

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Trade Marketing - Retail	<b>ACTIVITIES:</b> Trade Relations - Trade Advertising and Production	<b>AGENCY:</b> Fusion
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Retail Trade Advertising Media Purchases</b> Develop and manage California Avocado retail trade advertising media plan: <ul style="list-style-type: none"> <li>• Emphasis on digital ads with limited print support</li> <li>• Create a media plan/calendar focused on early season start</li> <li>• Target retail management and produce buyers</li> </ul>	11/1/24	10/31/25	\$140,000	<ul style="list-style-type: none"> <li>• Campaign media plan by 1/15/25</li> <li>• One pre-season introductory ad to run on or around 3/1/25 or earlier based on the season</li> <li>• Management of media plan, execution, insertion orders, ad placement in key positions with approved publications</li> <li>• All billings and payments managed and processed in a timely manner and in accordance with CAC policy</li> <li>• Monthly metric reports</li> </ul>
<b>Retail Trade Advertising Production</b> Develop retail trade advertising campaign: <ul style="list-style-type: none"> <li>• Design season-launch print ad</li> <li>• Incorporate California Avocado retail programs, information, benefits, messaging, and brand identification</li> <li>• Ensure that all retail trade ads direct reader to the CAC retail webpage</li> </ul>	11/1/24	10/31/25	\$29,600	<ul style="list-style-type: none"> <li>• Creative brief sent for CAC approval by 11/15/24</li> <li>• 1 pre-season print ad</li> <li>• 1 full-page print ad                             <ul style="list-style-type: none"> <li>○ Resized ad for print publications</li> </ul> </li> <li>• 1 digital leaderboard ad                             <ul style="list-style-type: none"> <li>○ Resized for digital ad responsiveness on multiple trade platforms</li> </ul> </li> </ul>
<b>TRADE MARKETING - RETAIL: TRADE – ADVERTISING AND PRODUCTION (FUSION) SUBTOTAL:</b>			<b>\$169,600</b>	

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Retail</b>	<b>ACTIVITIES: Trade Relations - Trade Press Events; Trade Association Dues; Trade Events; and International Fresh Produce Association</b>	<b>AGENCY: Retail Program Support</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Trade Press Events</b> <ul style="list-style-type: none"> <li>Secure trade media participation in integrated grove tour event, host attendee subgroup and communicate key messages</li> <li>Plan and conduct in-person trade media meetings in their markets, encourage coverage of California Avocado season and key brand messaging</li> </ul>	11/1/24	10/31/25	\$10,000	Trade media participation and logistics arranged per approved project brief
<b>Trade Associations</b> 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	1/1/25	10/31/25	\$13,890	Payment of dues to the Fresh Produce & Floral Council and the International Fresh Produce Association
<b>Trade Events</b> <ul style="list-style-type: none"> <li>Sponsor events with high-retail participation from CAC's targeted accounts</li> <li>Focus on attending key regional trade events leading up to and during the season with good retail participation from CAC's targeted accounts</li> <li>Network with targeted retailers while exploring opportunities for new customers</li> <li>Promote exclusive seasonal availability and stimulate readiness for the California Avocado season</li> <li>Network with targeted retailers and convey the business benefits of carrying and promoting California Avocados in season</li> </ul>	11/1/24	10/31/25	\$4,760	<ul style="list-style-type: none"> <li>Targeted events and attendance at the FPFC Luncheons and Expo, along with other opportunities as needed</li> <li>Presentation(s) with images and campaign graphics that communicate crop information and appropriate key California Avocado messaging for the event/timing</li> </ul>

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Retail</b>	<b>ACTIVITIES: Trade Relations - Trade Press Events; Trade Association Dues; Trade Events; and International Fresh Produce Association (cont.)</b>	<b>AGENCY: Retail Program Support</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>International Fresh Produce Association</b> <ul style="list-style-type: none"> <li>Exhibit at and participate in the IFPA annual Global Produce &amp; Floral Show in Anaheim, CA</li> <li>Connect with key retail audience and communicate California Avocado key messages to target audiences</li> <li>Connect with trade media, avocado industry stakeholders and the produce industry</li> <li>Rent booth and execute booth program</li> <li>Manage CAC's participation in the IFPA Global Produce &amp; Floral Show</li> </ul>	11/1/24	10/31/25	\$77,000	<ul style="list-style-type: none"> <li>Exhibitor registration and booth space reservation for IFPA Global Produce &amp; Floral Show, October 16-18, 2025 in Anaheim, California by 11/30/24</li> <li>CAC GP&amp;FS strategic plan with management approval by 6/15/25</li> <li>Achievement of objectives set in the approved show plan</li> <li>10'x30' booth rental for use at show and preview fully set up booth by 10/2/25</li> <li>Participation in the IFPA GP&amp;FS</li> <li>Exhibitor deposit for the 2026 IFPA GP&amp;FS paid by 10/31/25</li> </ul>
<b>TRADE MARKETING - RETAIL: TRADE RELATIONS - TRADE ASSOCIATION DUES, EVENTS AND GLOBAL PRODUCE &amp; FLORAL SHOW (RETAIL PROGRAM SUPPORT) SUBTOTAL:</b>			<b>\$106,500</b>	

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Trade Marketing - Retail	<b>ACTIVITIES:</b> Trade Relations - Retail Communications	<b>AGENCY:</b> PJ/PR
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>Key Account Marketing Communications</b>                      In collaboration with retailer marketing/digital media, CAC Retail Marketing Directors and staff, plan, develop and implement customized content programs with retailers that commit to displaying and promoting California Avocados</p> <ul style="list-style-type: none"> <li>• Participate in retail expansion planning identifying targeted accounts and resource deployment</li> <li>• Advise on and inform CAC content development</li> <li>• Develop “Welcome to California Avocado Season” kit for key accounts; work with CAC to fulfill</li> <li>• Create a customizable California Avocados branded presentation highlighting the benefits and resources available to retailers committed to displaying and promoting California Avocados throughout the season</li> <li>• Secure, schedule and lead meetings with retail marketing/social media teams and CAC</li> <li>• Present California Avocado Customized Retail Resource deck</li> <li>• Secure approval from retailers on complimentary social media and digital advertising</li> <li>• Develop custom social and traditional content programs with California Avocados specific messaging and brand identification that support RMDs’ promotions for retailers’ platforms</li> <li>• Support targeted retailer initiatives with California Avocados branded assets and content</li> <li>• Develop and execute activations through ongoing outreach and collaboration with key accounts</li> <li>• Support hyper-local retail events with social media content</li> <li>• Coordinate and manage day-to-day operations of program</li> <li>• Monitor, track and support optimization of activations, assets, boosting and retail promotions grids</li> <li>• Compile end of season retailer activation recap with analytics for CAC</li> </ul>	11/1/24	10/31/25	\$284,600	<ul style="list-style-type: none"> <li>• Up to 16 welcome kits</li> <li>• Outline, copy and images for up to 8 pages of a customizable template presentation by 1/31/25</li> <li>• Up to 16 California Avocado Customized Retail Resource decks by 5/30/25</li> <li>• Marketing/social media promotion with up to 16 key accounts by 7/31/25</li> <li>• Social content copy and asset recommendations for up to 4 themed promotional timeframes per retailer to run on retailer-owned social channels by 8/29/25</li> <li>• Up to 54 activations for retailer-owned social channels by 9/10/25</li> <li>• Weekly update of internal tracking documents, including Retail Social Media Boosting Tracker, CAC Retail Video Allocations Tracker, CAC Retail Promotion Tracking Grid</li> <li>• Individual retailer activation posts and links delivered upon publishing</li> <li>• Individual retailer activations recap and metrics within one month of completion or as provided by retailer</li> <li>• End of season retailer activation recaps compilation to include up to 16 retailers by 10/31/25</li> </ul>

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Trade Marketing - Retail	<b>ACTIVITIES:</b> Trade Relations - Retail Communications	<b>AGENCY:</b> PJ/PR
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Key Account Marketing Communications -- 1:1 Connections</b> <ul style="list-style-type: none"> <li>Secure and attend meetings with contacts at new and returning key accounts</li> <li>Present California Avocado Customized Retail Resource deck</li> <li>Ideate customized marketing opportunities based on retailers' and CAC's initiatives</li> </ul>	11/1/24	6/15/25	\$12,400	<ul style="list-style-type: none"> <li>Up to 3 in-person meetings</li> <li>Retail call reports summarizing meetings with targeted retailers within 5 days of the meeting</li> </ul>
<b>California Avocado Grove Tour</b> <ul style="list-style-type: none"> <li>Co-coordinate and co-host a one-night, one day grove tour with CAC and other agencies</li> <li>Identify and secure key attendees (Marketing, Retail RDs, Cooking School Directors)</li> <li>Coordinate all travel for retail guests</li> <li>Promote the competitive advantages, "how to's" and versatility of California Avocados</li> <li>Encourage post-grove tour branded placements and/or events from attendees</li> </ul>	11/1/24	8/31/25	\$30,000	<ul style="list-style-type: none"> <li>Up to 4 retailers in attendance</li> <li>Up to 4 California Avocados branded placements or events in retailer consumer communication</li> </ul>
<b>TRADE MARKETING - RETAIL:</b>				
<b>TRADE RELATIONS – RETAIL COMMUNICATIONS</b>			<b>\$327,000</b>	
<b>(PJ/PR) SUBTOTAL:</b>				

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Retail</b>	<b>ACTIVITIES: Trade Relations - Retail Communications; Program Administration, Tracking, Reporting and Strategic Planning</b>	<b>AGENCY: PJ/PR</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>Program Administration, Tracking, Reporting and Strategic Planning</b></p> <ul style="list-style-type: none"> <li>• Provide planning, support, consultation and administration of the program</li> <li>• Contribute to CAC stakeholder communications, The GreenSheet and From the Grove</li> <li>• Attend meetings, as directed by CAC</li> <li>• Develop/present program updates at Board, Marketing Committee and handler meetings</li> <li>• Contribute to the 2025-26 planning process as determined by CAC                             <ul style="list-style-type: none"> <li>○ Perform research on consumer and industry trends that will help inform future programs</li> <li>○ Provide input on business plan elements along with program development and integration for 2025-26</li> </ul> </li> <li>• Ideate and develop 2025-26 Plan</li> </ul>	11/1/24	10/31/25	\$30,000	<ul style="list-style-type: none"> <li>• Reconciled budget within 3 days of receipt from accounting firm</li> <li>• Monthly reporting and invoicing within 5 business days after end of month</li> <li>• Articles and images for up to 3 editions of The GreenSheet and/or From the Grove</li> <li>• Up to 6 brief contributions to a GreenSheet Marketing Digest</li> <li>• Attendance and presentations at meetings, as directed by CAC</li> <li>• Content for Board, Marketing Committee, grower or handler presentations, and Dashboard updates as directed by CAC</li> <li>• Content for CAC trade media, as requested</li> <li>• Active participation in 2025-26 planning process</li> <li>• 2025-26 plan delivered by a date determined by CAC</li> </ul>
<p><b>TRADE MARKETING - RETAIL: TRADE RELATIONS - RETAIL COMMUNICATIONS: PROGRAM ADMINISTRATION, TRACKING, REPORTING AND STRATEGIC PLANNING (PJ/PR) SUBTOTAL:</b></p>			<p><b>\$30,000</b></p>	

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Trade Marketing - Retail	<b>ACTIVITIES:</b> Trade Relations - Key Account Coverage	<b>AGENCY:</b> Retail Marketing Directors
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>Contracted Key Account support in the West</b></p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Set up promotions with targeted retailers</li> </ul>	11/1/24	10/31/25	\$168,000	<ul style="list-style-type: none"> <li>• Customer meetings and calls that create anticipation and readiness for Fresh California Avocado season and communicate their superiority and premium quality</li> <li>• Customized marketing opportunities and promotions with retailers who are demonstrating a willingness to pay a premium for California Avocados</li> <li>• Promotions that incentivize targeted accounts to feature California Avocados and encourage targeted consumers (including the younger age range) to seek out and purchase them in season</li> </ul>
<p><b>Contracted Key Account support for Corporate and the Midwest Territory</b></p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Set up promotions with targeted retailers</li> </ul>	11/1/24	10/31/25	\$115,000	<ul style="list-style-type: none"> <li>• Retail call reports summarizing meetings with targeted retailers within 5 days of the meeting</li> <li>• Meetings with handlers confirming promotions and timing with key accounts prior to sending promotion agreements</li> <li>• Promotion Agreements securing handler and retailer commitments for CAC promotions featuring customized California Avocado marketing support at least 3 weeks before promotion</li> </ul>



## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Retail</b>	<b>ACTIVITIES: Trade Relations - Key Account Coverage (cont.)</b>	<b>AGENCY: Retail Marketing Directors</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Retail Meetings and Follow-Up</b> <ul style="list-style-type: none"> <li>Travel for in-person meetings with all Tier 1 retail produce executives and follow-up meetings for promotion execution</li> <li>Meet with retail marketing departments on shopper marketing and CAC retail advertising campaigns</li> <li>Travel and attendance at regional trade shows and Global Produce Show in line with CAC plan</li> </ul>	11/1/24	10/31/25	(cont.)	<ul style="list-style-type: none"> <li>In-person meetings with all Tier 1 retail produce executives and follow-up meetings for promotion execution</li> <li>Retail marketing department meetings on shopper marketing and CAC retail social media and advertising campaigns</li> <li>Participation at regional trade shows and the International Fresh Produce Association Global Produce &amp; Floral Show</li> <li>Target 55 retail customer meetings</li> <li>Target 24 retail marketing meetings</li> <li>Attend 5 produce industry trade shows</li> </ul>
<b>Planning and Reporting</b> <ul style="list-style-type: none"> <li>Provide input on business plan elements, along with program development and integration for 2025-26</li> <li>Report on retail activities and results</li> </ul>	11/1/24	10/31/25		<ul style="list-style-type: none"> <li>Program activities and results for Board and Marketing Committee meeting presentations and Dashboard updates, as directed by CAC</li> <li>Contributions to GreenSheet and From the Grove</li> </ul>
<b>TRADE MARKETING - RETAIL: KEY ACCOUNT COVERAGE RMD SUBTOTAL:</b>			<b>\$283,000</b>	

<b>2024-25 TRADE MARKETING – RETAIL TRADE RELATIONS SUBTOTAL: \$915,250</b>
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## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Retail</b>	<b>ACTIVITIES: Retail Promotions</b>	<b>AGENCY: Retail Marketing Directors</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>Retail Performance Programs</b></p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Coordinate timing with handlers and retailers, ensuring fruit availability for promotions</li> <li>• Develop programs that encourage retailers’ consumers to seek out and purchase California Avocados in season</li> <li>• Secure prominent California Avocado branding in retail advertising, communications, online promotions, retail digital advertising, social media, merchandising/point-of-purchase and other retailer touchpoints using elements from the California Avocado advertising campaign when possible</li> <li>• Assist with production of CAC custom POS and display bins for use in retail account activations</li> </ul>	1/1/25	9/30/25	\$1,550,000	<ul style="list-style-type: none"> <li>• Minimum 65 promotions featuring California Avocados in targeted retailers with prominent California branding</li> <li>• Target at least 10 new retail accounts for regional expansion</li> <li>• Promotion Agreements fully executed by handlers, retailers and CAC</li> <li>• Production of retail and merchandising materials that support RMD’s presentation to retailers and retail marketing managers</li> <li>• Target 16 retail accounts for social media asset support by PJ/PR</li> </ul>

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Retail Promotions (cont.)	AGENCY: Retail Marketing Directors		
ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Retail Brand Awareness Programs</b> <ul style="list-style-type: none"> <li>• Utilize retail chain shopper marketing and digital marketing programs for campaigns specific to California Avocado branding</li> <li>• Coordinate with CAC's consumer advertising campaign for creative that promotes continuity of all consumer-facing messaging of premium California Avocado branding</li> <li>• Develop in-store, point-of-sale promotions to prominently promote California Avocados branding at store level</li> </ul>	1/1/25	9/30/25	\$453,000	<ul style="list-style-type: none"> <li>• Target 5 national accounts for online marketing programs within the Tier 1 retailers</li> <li>• Target 5-7 regional California retail accounts within the Tier 1 retailers for digital ad programs and link to coupons when available to drive sales/trial</li> </ul>
<b>Retail Merchandising Services</b> <ul style="list-style-type: none"> <li>• Secure retail approval for POS in stores, custom signage or display bins</li> <li>• Utilize merchandising and broker companies to execute POS and display bins at store level to tie-in with CAC retail promotions</li> </ul>	3/1/25	8/31/25	\$150,000	<ul style="list-style-type: none"> <li>• POS merchandising in 10-15 targeted retailers for a total of 4,000 stores (2 rounds)</li> <li>• Photos and audit results of in-store displays on California Avocados</li> </ul>
<b>TRADE MARKETING - RETAIL: TRADE RELATIONS – KEY ACCOUNT COVERAGE, RETAIL PROMOTIONS</b>			<b>\$1,190,000</b>	
<b>RETAIL MARKETING DIRECTORS SUBTOTAL:</b>				

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Retail</b>	<b>ACTIVITIES: Retail Promotions</b>	<b>AGENCY: Fusion</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Retail Communications Newsletter</b> Develop and create a retail-focused newsletter: <ul style="list-style-type: none"> <li>• Spotlight the retail benefits/advantages of utilizing CAC resources and carrying California Avocados</li> <li>• Develop graphic template</li> <li>• Develop graphic images and utilize motion graphics from data-based stories</li> <li>• Create content with input from staff and RMDs</li> <li>• Build a list of potential subscribers</li> <li>• Distribute newsletters to target audience</li> <li>• Target retail management and produce buyers of smaller-sized chains, distributors, shipper/handlers and their sales staff</li> </ul>	11/1/24	10/31/25	\$20,000	<ul style="list-style-type: none"> <li>• Creative brief by 11/22/24</li> <li>• Initial 2-3 graphic template options by 1/15/25</li> <li>• Graphics delivered per publication deadlines 3 newsletters during the season and 1 abbreviated newsletter prior to 2025 IFPA Global Produce &amp; Floral Show</li> <li>• Content to CAC per deadlines in creative brief</li> <li>• Newsletter distribution per deadlines in brief</li> <li>• 4 newsletter metric reports</li> </ul>
<b>Retail Webpage Enhancement</b> Expand the information and utility of CAC's retail webpage: <ul style="list-style-type: none"> <li>• Conduct content audit</li> <li>• Develop a content plan highlighting the value of CAC's retail programs and information</li> <li>• Assist with the overall layout and imagery</li> </ul>	11/1/24	10/31/25	\$9,450	Content audit and enhancement plan completed by 2/14/25 for CAC approval
<b>TRADE MARKETING - RETAIL: TRADE – RETAIL PROMOTIONS (FUSION) SUBTOTAL:</b>			<b>\$29,450</b>	

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Retail</b>	<b>ACTIVITIES: Retail Promotions</b>	<b>AGENCY: Retail Program Support</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Recipe Development</b> <ul style="list-style-type: none"> <li>• Source, modify or develop recipes that support retail initiatives</li> <li>• Process nutrition analysis and update old recipes as needed for retail programs</li> </ul>	11/1/24	10/31/25	\$5,000	<ul style="list-style-type: none"> <li>• Recipes nutrition analysis and data reports purchase</li> <li>• Timely response and delivery of CAC recipes to retailers</li> </ul>
<b>Retailer Social Media Advertising Support</b> Support retailers with California Avocado advertising initiatives (media dollars) on their social media platforms	1/1/25	10/31/25	\$40,000	Up to 40 advertising campaigns (launches) on retail social media partner platforms
<b>Support Materials and Fulfillment</b> <ul style="list-style-type: none"> <li>• Secure retail commitment to utilize display bins in store with prominent California Avocado branding</li> <li>• Develop point-of-sale with prominent California Avocado brand identification (as needed)</li> <li>• Manage production and use of premiums with prominent California Avocado brand for promotions and events</li> <li>• Manage storage and fulfillment of California Avocado marketing materials</li> </ul>	11/1/24	10/31/25	\$135,000	<ul style="list-style-type: none"> <li>• Production of 2,500 California Avocado display bins</li> <li>• Delivery of bins to key accounts that accept outside POS for their displays</li> <li>• Items produced with California Avocado brand identification and/or ad campaign graphics for retail promotions and at targeted produce industry events</li> <li>• Materials that clearly brand California Avocados for avocado displays at point-of-purchase and integrate elements of the California Avocado advertising campaign</li> <li>• Fulfillment of retailer, handler, grower and consumer requests for California Avocado marketing materials</li> </ul>
<b>TRADE MARKETING – RETAIL: RETAIL PROMOTIONS (RETAIL PROGRAM SUPPORT) SUBTOTAL:</b>			<b>\$315,000</b>	

<b>2024-25 TRADE MARKETING – RETAIL PROMOTIONS SUBTOTAL: \$2,362,450</b>
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## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Retail</b>	<b>ACTIVITIES: Retail Data Monitoring and Reporting</b>	<b>AGENCY: CIRCANA, Inc.</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Retail Point-of-Sale Data</b> Supply retail-specific sales data in accordance with agreement	11/1/24	10/31/25	\$62,000	<ul style="list-style-type: none"> <li>13 deliveries of data by 10/31/25</li> <li>Includes regions, markets and select retail chains</li> </ul>
<b>TRADE MARKETING - RETAIL: RETAIL DATA MONITORING AND REPORTING (CIRCANA, INC.) SUBTOTAL:</b>			<b>\$62,000</b>	

<b>PROGRAM: Trade Marketing - Retail</b>	<b>ACTIVITIES: Retail Data Monitoring and Reporting</b>	<b>AGENCY: Fusion</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Data Analysis, Research and Reporting</b> <ul style="list-style-type: none"> <li>Provide fact-based analysis of retail sales trends</li> <li>Provide data and trade marketing reporting for Dashboard updates</li> <li>Aid in communicating the business benefits and opportunities of carrying and promoting California Avocados at retail</li> <li>Support staff/RMDs/retailers with retail-specific reports</li> <li>Develop data-based stories and graphic content promoting the retail benefits of carrying California Avocados</li> <li>Monitor and validate data deliveries</li> <li>Maintain retailer database from Circana</li> <li>Prepare for and implement system-wide database restatement from Circana</li> </ul>	11/1/24	10/31/25	\$96,500	<ul style="list-style-type: none"> <li>Data, research, reports, consultation/support, as requested</li> <li>4-6 outlines or contributions for the GreenSheet or From the Grove</li> <li>2 Dashboard updates</li> <li>5 Retailer Business Reviews                             <ul style="list-style-type: none"> <li>Includes ABRs and/or Promotional Reviews</li> </ul> </li> <li>4 data-based stories, including 2 motion graphics</li> <li>3 Retailer AvoScore Cards</li> </ul>

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Trade Marketing - Retail	<b>ACTIVITIES:</b> Retail Data Monitoring and Reporting (cont.)	<b>AGENCY:</b> Fusion
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>California Avocado Market Analysis</b> Develop and maintain annual foundational research measuring the changing California Avocado market dynamics <ul style="list-style-type: none"> <li>Analyze and report on California and imported supply, retail sales and volume, FOB pricing trends, and retail price trends in the California Avocado marketplace</li> <li>Track and monitor performance of the California Avocado season</li> <li>Incorporate relevant industry secondary research findings from avocado category retail research</li> </ul>	11/1/24	3/1/25	\$54,500	<ul style="list-style-type: none"> <li>Includes supply metrics, compound growth rates, California and import trends and FOB pricing</li> <li>Volume, average retail price, dollar sales, distribution, velocity</li> <li>Summary of relevant industry secondary research on avocado category findings for the marketplace</li> <li>Exact due date TBD based on season-end and data availability</li> </ul>
<b>TRADE MARKETING - RETAIL: RETAIL DATA MONITORING AND REPORTING (FUSION) SUBTOTAL:</b>			<b>\$151,000</b>	

<b>PROGRAM:</b> Trade Marketing - Retail	<b>ACTIVITIES:</b> Retail Support, Consultation, Annual Planning, Program and Data Administration	<b>AGENCY:</b> Fusion
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Retail Support, Consultation, Annual Planning, Program and Data Administration</b> Provide planning, support, consultation and administration of programs	11/1/24	10/31/25	\$56,500	<ul style="list-style-type: none"> <li>Annual planning, management and administration of programs, projects, budgets, inter-agency activities, meetings, and archiving of materials, reports, and data</li> <li>Circana, Inc. data specifications, data agreements negotiated, communications and management and associated contract costs and fees</li> <li>Content creation and presentations for Board and Marketing Committee updates/meetings</li> </ul>
<b>TRADE MARKETING - RETAIL: PLANNING AND PROGRAM ADMINISTRATION (FUSION) SUBTOTAL:</b>			<b>\$56,500</b>	

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing – Retail</b>	<b>ACTIVITIES: Data, Research and Analysis</b>	<b>AGENCY: Avocado Marketing Services, Inc.</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Avocado Marketing Research Information Center</b> Provide AMRIC data, as well as market and industry updates and projections	11/1/24	10/31/25	\$2,700	Delivery of weekly reports: <ul style="list-style-type: none"> <li>Market Trends Reports</li> <li>AMRIC Data Report</li> <li>Market’s Analysis Report</li> </ul>
<b>TRADE MARKETING – RETAIL: DATA, RESEARCH AND ANALYSIS (AVOCADO MARKETING SERVICES, INC.) SUBTOTAL:</b>			<b>\$2,700</b>	

<b>2024-25 DATA, RESEARCH AND ANALYSIS SUBTOTAL: \$272,200</b>
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## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing – Retail</b>	<b>ACTIVITIES: Marketing Administration – Grower Communications</b>	<b>AGENCY: GingerRoot</b>
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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	11/1/24	10/31/25	\$11,000	<ul style="list-style-type: none"> <li>Marketing copy for 24 GreenSheet editions</li> <li>Copy and editing of marketing articles for 4 From the Grove editions as requested</li> </ul>
<b>TRADE MARKETING – RETAIL: MARKETING ADMINISTRATION – GROWER COMMUNICATIONS (GINGERROOT) SUBTOTAL:</b>			<b>\$11,000</b>	

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

<b>2024-25 MARKETING ADMINISTRATION SUBTOTAL: \$66,000</b>
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<b>2024-25 TOTAL TRADE MARKETING - RETAIL BUDGET: \$3,615,900</b>
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# TRADE MARKETING – FOODSERVICE

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Foodservice</b>	<b>ACTIVITIES: Media and Ad/Enewsletter Production</b>	<b>AGENCY: Kurata Communications</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Media</b> <ul style="list-style-type: none"> <li>Leverage publications' geo-targeted subscription base and disseminate custom content electronic newsletters (ENLs)</li> <li>Target western states with specific call-to-actions for menu promotion and menu ideation using ENLs</li> <li>Promote California avocados supported by new research data</li> </ul>	11/1/24	9/1/25	\$64,400	<ul style="list-style-type: none"> <li>Media plan completed by 11/1/24</li> <li>2 print insertions, 2 custom content ENLs, 2 Direct HTML ENLs for 6 insertions and 1 Infographic</li> <li>Minimum 653,000 reach among multi-unit operators, independents and non-commercial Businesses &amp; Institutions and Colleges &amp; Universities</li> </ul>
<b>Ad Production</b> <ul style="list-style-type: none"> <li>Develop and execute a "What's inside a California Avocado" print campaign focusing on the California Avocado season</li> <li>Promote California Avocado competitive advantages and inspire call-to-action (CTA) for promotions and menu ideation sessions</li> <li>Develop custom content electronic newsletters reinforcing the California Avocado advantages and differences (i.e., support local growers, locally grown and sustainably farmed)</li> </ul>	11/1/24	9/1/25	\$23,000	<ul style="list-style-type: none"> <li>1 new print ads; 2-3 digital ads</li> <li>1 - 2 new photos of plated shots (share photoshoot day with PR)</li> <li>2-3 custom content newsletters (with digital ads) during the season with CTA for menu promotion and/or ideation</li> </ul>
<b>TRADE MARKETING - FOODSERVICE: MEDIA AND AD/NEWSLETTER PRODUCTION (KURATA COMMUNICATIONS) SUBTOTAL:</b>			<b>\$87,400</b>	

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Trade Marketing - Foodservice	<b>ACTIVITIES:</b> Public Relations	<b>AGENCY:</b> Kurata Communications
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>Public Relations</b></p> <ul style="list-style-type: none"> <li>• Connect with editors on a monthly basis sending out assets that support editorial content while positioning California Avocados as locally grown and sustainably farmed practices</li> <li>• Research chef recipe leads and request California Avocado recipes for use in foodservice program</li> </ul>	11/1/24	10/31/25	\$77,000	<ul style="list-style-type: none"> <li>• 4-5 pitches/month of operators showcasing California Avocados on the menu to editors on upcoming topics</li> <li>• 25-30 placements, minimum 1.5 million reach and a comparable ad value of at least \$1,250,000</li> </ul>
<p><b>Best of California List</b></p> <ul style="list-style-type: none"> <li>• Identify California chefs and the California Avocado dishes that best exemplify “California”</li> <li>• Build criteria list: best use of California-grown ingredients (including fresh avocados), emphasis on seasonal and sustainable</li> <li>• Curate and maintain Best of California list</li> </ul>	11/1/24	5/1/25		<ul style="list-style-type: none"> <li>• Recipes and release forms from 3-4 operators</li> <li>• Minimum 85 pitches to editors of chefs and restaurants who have or had dishes featuring California Avocados</li> <li>• Shared photoshoot day with ad production; 3-4 new California Avocado dishes developed, tested and added to recipe database</li> <li>• 2-3 press releases: crop update, Best of California list Best of California list complete by March 30, 2025</li> </ul>
<p><b>Network with Independent Restaurant Operators</b></p> <p>Attend two California Restaurant Association (CRA) Regional meetings and generate possible PR leads</p>	1/1/25	7/31/25		<ul style="list-style-type: none"> <li>• Meetings with 6-8 operators at CRA Regional meetings</li> </ul>

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Trade Marketing - Foodservice	<b>ACTIVITIES:</b> Public Relations (cont.)	<b>AGENCY:</b> Kurata Communications
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Editor Deskside Briefings</b> <ul style="list-style-type: none"> <li>• Coordinate and schedule deskside briefings with foodservice editors and writers in two (2) key cities</li> <li>• Reinforce messaging with a food demo presentation</li> <li>• Ship “What’s Inside a California Avocado” kit to editors in cities not visited</li> </ul>	11/1/24	7/31/25	\$13,200	<ul style="list-style-type: none"> <li>• 6-7 meetings in two cities (i.e., Chicago [Datassential, Flavor &amp; The Menu, Plate, Winsight-Informa] + TBD city)</li> <li>• Meetings with 15-18 editors and writers from 6-7 publications in two cities                             <ul style="list-style-type: none"> <li>○ “What’s Inside a California Avocado” kit presented to editors</li> <li>○ Tasting demo focusing on California Avocado-centric dishes</li> </ul> </li> </ul>
<b>Editor Deskside Briefings (Culinary Support)</b> <ul style="list-style-type: none"> <li>• Research and secure kitchen facility to execute dishes</li> <li>• Meet with editors from publications in two cities</li> <li>• Prepare California Avocado-centric dishes that showcase versatility in global flavors and plant-forward innovation on the menu</li> </ul>	11/1/24	7/31/25	\$12,100	<ul style="list-style-type: none"> <li>• Meetings with 15-18 editors from 6-8 publications</li> <li>• 2-3 dishes prepared and demonstrated</li> </ul>
<b>TRADE MARKETING - FOODSERVICE: PUBLIC RELATIONS (KURATA COMMUNICATIONS) SUBTOTAL:</b>			<b>\$102,300</b>	

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Trade Marketing - Foodservice	<b>ACTIVITIES:</b> Events	<b>AGENCY:</b> Kurata Communications
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>Events</b> Sponsor and attend events; communicate benefits and advantages of California Avocados on the menu, emphasizing the California Avocados brand 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"> <li>• Attend two Kinetic12 Emerging Chain roundtables</li> <li>• Sponsor and attend two CRA regional networking mixers</li> <li>• Sponsor and attend National Restaurant Association (NRA) Marketing Executives Group (May)</li> <li>• Co-sponsor and attend NRA Brunch (May)</li> <li>• Attend and exhibit at IFPA Foodservice Conference (July)</li> <li>• Sponsor and attend Flavor Experience (August)</li> </ul>	11/1/24	10/31/25	\$143,800	<ul style="list-style-type: none"> <li>• 5 event briefs completed by 11/15/24</li> <li>• Engagement with 180 contacts of which 55 are new contacts from Kinetic 12 Emerging Chains, California Restaurant Association's Networking meet-ups, NRA's Marketing Executive Group and Brunch, IFPA Foodservice Conference and Flavor Experience conference</li> <li>• 5-6 concepts sampled at Marketing Executive Group, Summit NRA Brunch, IFPA Foodservice Expo, Flavor Experience</li> </ul>
<p><b>Events (Culinary Support)</b> Develop new California Avocado menu applications for sampling and attendance at conferences, focused on concepts that fit the season</p>	11/1/24	10/31/25	\$19,100	<ul style="list-style-type: none"> <li>• Engagement with 20-25 new contacts at Flavor Experience Conference</li> <li>• 2-3 menu concepts for sampling at Flavor Experience</li> </ul>

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Events (cont.)	AGENCY: Kurata Communications		
ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>“What’s Inside a California Avocado” Kit</b> Create collection of California Avocado Menu Ideas; using other local, seasonal California agriculture (produce to seafood to meat/chicken and dairy)	11/1/24	5/1/25	\$30,000	250-300 kits used at menu ideation and non-commercial educational sessions during presentations with produce suppliers during Avocado Grove Tour (see below)
<b>California Avocado Grove Tour</b> <ul style="list-style-type: none"> <li>• Co-host 10-12 foodservice operators from purchasing, marketing and culinary in the CAC multi-agency avocado grove tour</li> <li>• Focus on the California advantage from the fruit to the table</li> <li>• Coordinate with lead agency on foodservice’s objective and deliverable</li> <li>• Include a Culinary demo and discussion, bringing to life “What’s Inside a California Avocado” through innovative menu applications and showcase California advantage through culinary execution</li> <li>• Host a 2-day, 1-night visit with meals for foodservice editors</li> <li>• Set up editors with growers and other points of interest for interviews</li> </ul>	11/1/24	8/31/25	\$20,900	<ul style="list-style-type: none"> <li>• Event brief by 12/31/24</li> <li>• Participation by and engagement with 12-15 chain operators including 8 new contacts</li> <li>• Educational format for key foodservice top-tiered accounts and editors developed by February 2025</li> <li>• 2-3 menu applications featuring California Avocados demonstrated as the essential ingredient in an iconic California dish</li> <li>• Meetings with 12 - 15 foodservice operators</li> <li>• 2 - 3 editors in attendance 1 - 2 media pick-ups following event</li> </ul>
<b>TRADE MARKETING - FOODSERVICE: EVENTS</b>			<b>\$213,800</b>	
<b>(KURATA COMMUNICATIONS) SUBTOTAL:</b>				

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Foodservice</b>	<b>ACTIVITIES: Chain Promotions and Ideation</b>	<b>AGENCY: Kurata Communications</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>Chain Promotions</b></p> <ul style="list-style-type: none"> <li>• Contact Tier 1 accounts and chains who are willing to pay a premium for California Avocados in the western states</li> <li>• 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, including new research findings</li> <li>• Reinforce California Avocado brand essence with chain menu promotions</li> <li>• Coordinate prominent California Avocado brand identification at point-of-purchase and other touchpoints</li> <li>• Leverage alliances and encourage produce suppliers to promote California Avocados during the season with chain clients                             <ul style="list-style-type: none"> <li>○ Present “Why California Avocados” message and operator menu promotion funding</li> <li>○ Show research preference among diners for local, in season California Avocados</li> <li>○ If requested, provide demo that brings chains ideas on how to push California cuisine/ingredients/etc.</li> </ul> </li> <li>• Update and refresh branded merchandising inventory</li> <li>• Investigate non-traditional media platforms, i.e., DoorDash platform where chain partners have a presence</li> </ul>	11/1/24	10/31/25	\$158,600	<ul style="list-style-type: none"> <li>• Promotions with 12-14 restaurant chains branded with “California Avocados” and/or the California Avocados brand logo at point-of-sale and/or website, enewsletters/blogs, social media posts</li> <li>• 2-3 new chain partner promotions</li> <li>• Partnership with 10 chains based in California/Western region</li>   <li>• 2-3 presentations with produce suppliers currently working with our chain partners</li>   <li>• Refresh branded merchandise inventory for chains to use as incentive to team members and/or customers by March 2025</li> <li>• 1 new quantifiable California Avocado “test and learn” promotional opportunity</li> </ul>



## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Foodservice</b>	<b>ACTIVITIES: Chain Promotions and Ideation (cont.)</b>	<b>AGENCY: Kurata Communications</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Chain Menu Development</b> <ul style="list-style-type: none"> <li>Create customized menu concepts for a California-based chain</li> <li>Inform audience of the halo value California Avocados bring to the dish</li> <li>Share sustainability story and local, in-season benefits</li> <li>Focus on menu concepts that leverage California Avocado-style</li> </ul>	11/1/24	10/31/25	\$6,200	One onsite presentation to Tier 1 or Tier 2 chain account with units primarily in the Western region and who currently purchase California Avocados
<b>Chain Menu Development (Culinary Support)</b> <ul style="list-style-type: none"> <li>Create customized menu concepts for existing and new top-tier foodservice operators</li> <li>Focus on concepts that leverage California Avocado-style</li> </ul>	11/1/24	10/31/25	\$6,600	<ul style="list-style-type: none"> <li>20-25 white paper menu concepts to one Tier 1 or Tier 2 chain account currently purchasing California Avocados and execution of 8 concepts per live presentation</li> <li>6 recipes written</li> </ul>

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Foodservice</b>	<b>ACTIVITIES: Chain Promotions and Ideation (cont.)</b>	<b>AGENCY: Kurata Communications</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Non-Commercial Curriculum and Ideation</b> <ul style="list-style-type: none"> <li>• Educate chefs/cooks about California Avocados                             <ul style="list-style-type: none"> <li>○ Ripeness stages/ordering</li> <li>○ Handling and storing</li> <li>○ Cutting techniques</li> </ul> </li> <li>• Demonstrate complementary flavors of California Avocados with other seasonal ingredients</li> <li>• Utilize the “What’s Inside a California Avocado” kit as part of the inter-active demo</li> <li>• Discuss iconic California dishes and simple ways to “California-ize” dishes</li> </ul>	11/1/24	10/31/25	\$15,200	<ul style="list-style-type: none"> <li>• 1 on-site presentation (C&amp;U or B&amp;I)</li> <li>• Disseminate press release on completed session</li> </ul>
<b>Non-Commercial Curriculum (Culinary Support)</b> <ul style="list-style-type: none"> <li>• Set-up meetings with B&amp;I and C&amp;U based in the Western states</li> <li>• Create concepts based on input: clientele preferences, operational set-up, flexibility to adding new ingredients</li> <li>• Incorporate California Avocados and California-style into concepts</li> </ul>	11/1/24	10/31/25	\$13,400	<ul style="list-style-type: none"> <li>• Complete 1 on-site educational session and hands-on kitchen time</li> <li>• Execute 8 dishes at event                             <ul style="list-style-type: none"> <li>○ Ensure California Avocados are an integral ingredient when building unique dishes</li> <li>○ Include concepts that demonstrate range of usage from under-ripe to over-ripe</li> </ul> </li> </ul>
<b>TRADE MARKETING - FOODSERVICE: CHAIN PROMOTIONS &amp; IDEATION (KURATA COMMUNICATIONS) SUBTOTAL:</b>			<b>\$200,000</b>	

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Trade Marketing - Foodservice	<b>ACTIVITIES:</b> Culinary Education	<b>AGENCY:</b> Kurata Communications
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Culinary Education</b> <ul style="list-style-type: none"> <li>Monitor Foodservice Culinary Education exams submitted by American Culinary Federation members and disseminate Certificate of Completion</li> <li>Manage culinary American Culinary Federation accreditation status</li> </ul>	11/1/24	10/31/25	\$2,000	<ul style="list-style-type: none"> <li>Review exams and email 60 certificates</li> <li>Renew certification status</li> </ul>
<b>TRADE MARKETING - FOODSERVICE: CULINARY EDUCATION (KURATA COMMUNICATIONS) SUBTOTAL:</b>			<b>\$2,000</b>	

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Foodservice</b>	<b>ACTIVITIES: Program Administration</b>	<b>AGENCY: Kurata Communications</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Program Administration</b> <ul style="list-style-type: none"> <li>• Manage, supervise and evaluate Foodservice Marketing Program</li> <li>• Contribute outline and information for From the Grove and GreenSheet articles including Marketing Digests</li> <li>• Attend CAC meetings in-person and Board meetings via zoom</li> <li>• Attend in-person handler meeting, prepare presentation</li> <li>• Contribute updates on Foodservice programs via Dashboard and PowerPoint presentations</li> <li>• Naturally incorporate considerations of diversity, equity and inclusion when developing programs, sourcing vendors and in appropriate communications                             <ul style="list-style-type: none"> <li>○ Report on foodservice activities</li> </ul> </li> <li>• Attend in-person strategy meeting(s)</li> <li>• Participate in meetings and planning for Fiscal Year 2025-26</li> </ul>	11/1/24	10/31/25	\$44,500	<ul style="list-style-type: none"> <li>• Development and implementation of the 2024-25 CAC Foodservice Marketing Program, including all Dashboard updates, a minimum of 8 GreenSheet contributions and From the Grove articles as requested</li> <li>• Provide updates on program for Board meetings, as requested</li> <li>• Report on diversity, equity and inclusion</li> <li>• Budget and plans for 2025-26</li> </ul>
<b>TRADE MARKETING - FOODSERVICE: PROGRAM ADMINISTRATION (KURATA COMMUNICATIONS) SUBTOTAL:</b>			<b>\$44,500</b>	

**2024-25 TOTAL TRADE MARKETING - FOODSERVICE BUDGET: \$650,000**



# MARKETING ACTIVITIES SUPPORT

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Marketing Activities Support</b>	<b>ACTIVITIES: Buy California Marketing Agreement</b>	<b>AGENCY: CAC</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<ul style="list-style-type: none"> <li>Participate in the Buy California Marketing Agreement program</li> <li>Support BCMA in CAC's marketing outreach as appropriate</li> </ul>	11/1/24	10/31/25	\$25,000	<ul style="list-style-type: none"> <li>Participation in BCMA Board meetings and strategic planning</li> <li>Timely response and asset contributions as requested</li> </ul>
<b>MARKETING ACTIVITIES SUPPORT: BUY CALIFORNIA MARKETING AGREEMENT (MARKETING PROGRAM SUPPORT) SUBTOTAL:</b>			<b>\$25,000</b>	

<b>PROGRAM: Marketing Activities Support</b>	<b>ACTIVITIES: Marketing Planning</b>	<b>AGENCY: CAC</b>
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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 2025-26 business plan as needed	11/1/24	10/31/25	\$500	CAC staff/agency planning meetings and calls
<b>MARKETING ACTIVITIES SUPPORT: MARKETING PLANNING (CAC) SUBTOTAL:</b>			<b>\$500</b>	

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Marketing Program Support</b>	<b>ACTIVITIES: Trade Public Relations and Stakeholder Communications and Marketing Support</b>	<b>AGENCY: CAC/Rockwell Morrow/Curious Plot</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Trade Public Relations</b> <ul style="list-style-type: none"> <li>• Rockwell Morrow                             <ul style="list-style-type: none"> <li>○ Develop fiscal year trade PR plan in conjunction with CAC and Curious Plot</li> <li>○ Ghostwrite trade press releases</li> </ul> </li> <li>• Curious Plot                             <ul style="list-style-type: none"> <li>○ Maintain trade PR contact list</li> <li>○ Manage trade PR tracking and reporting</li> </ul> </li> <li>• CAC                             <ul style="list-style-type: none"> <li>○ Manage trade press release finalization, approvals, distribution and follow up</li> <li>○ Lead responses to trade PR inquiries</li> </ul> </li> </ul>	11/1/24	10/31/25	\$66,000	<ul style="list-style-type: none"> <li>• (RM) Fiscal year creative brief by 1/10/25</li> <li>• (RM) Up to 8 draft trade or Commission press releases or announcements</li> <li>• (CP) Ongoing updates to contact list made on CAC's Dropbox</li> <li>• (CP) Monthly Cision reports, CAC Board Dashboard reports as requested</li> <li>• (CAC) Timely response to media requests, ongoing coordination with CAC leadership, draft responses and manage information and asset flow</li> <li>• (CAC) Inclusion in at least 150 positive articles in key trade publications</li> </ul>
<b>Trade Press Events</b> <ul style="list-style-type: none"> <li>• Secure trade media participation in integrated grove tour event, host attendee subgroup and communicate key messages</li> <li>• Plan and conduct in-person trade media meetings in their markets, encourage coverage of California Avocado season and key brand messaging</li> </ul>	11/1/24	10/31/25		(Trade Press Events Expenses covered in Trade Marketing – Retail budget)  (CAC with RM assistance) Trade media communications, participation and logistics arranged per approved project briefs
<b>Stakeholder Communications</b> Manage marketing contributions to the GreenSheet and From the Grove, including staff/agency liaison, reviews and editing	11/1/24	10/31/25		<ul style="list-style-type: none"> <li>• GreenSheet 2025 starter editorial calendar by 12/13/24 and updates as needed</li> <li>• Content acquired for at least 1 article in every GreenSheet edition and 4 From the Grove editions</li> </ul>

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Marketing Program Support</b>	<b>ACTIVITIES: Trade Public Relations and Stakeholder Communications and Marketing Support (cont.)</b>	<b>AGENCY: CAC/Rockwell Morrow/Curious Plot</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Marketing Support</b> <ul style="list-style-type: none"> <li>• Recipe support                             <ul style="list-style-type: none"> <li>○ Manage recipe Dropbox organization project</li> <li>○ Review and proof recipes</li> <li>○ Ad hoc responses to consumers</li> </ul> </li> <li>• Assist with recipe development/testing</li> <li>• Email and social support                             <ul style="list-style-type: none"> <li>○ Review content calendars</li> <li>○ Input on recipes/permission</li> </ul> </li> <li>• Website content support as requested</li> <li>• Othe Marketing support as requested</li> </ul>	11/1/24	10/31/25	(cont.)	Timely response to CAC requests, up to overall maximum monthly time allocation
<b>MARKETING PROGRAM SUPPORT: TRADE PR, STAKEHOLDER COMMUNICATIONS AND MARKETING SUPPORT (ROCKWELL MORROW) SUBTOTAL:</b>			<b>\$66,000</b>	



## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Marketing Activities Support</b>	<b>ACTIVITIES: Export Program</b>	<b>AGENCY: CAC</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Export Program</b> <ul style="list-style-type: none"> <li>Working with in-market representation company, identify targeted retailer(s) and distributor(s) in export market(s)</li> <li>Working with handlers, create high-value marketing programs for the California Avocado crop exported to South Korea and China</li> </ul>	11/1/24	9/30/25	\$45,000	<ul style="list-style-type: none"> <li>Export promotions and marketing opportunities featuring California Avocados with prominent California branding at targeted retailers and distributors to begin by 4/1/25</li> <li>Point-of-sale support for targeted retail accounts in specified export markets for promotions (as needed)</li> <li>California Avocados funded for use in activities to support export programs</li> </ul>
<b>MARKETING ACTIVITIES SUPPORT: EXPORT PROGRAM (MERCHANDISING PROGRAM SUPPORT) SUBTOTAL:</b>			<b>\$45,000</b>	

<b>2024-25 TOTAL MARKETING ACTIVITIES SUPPORT BUDGET: \$136,500</b>
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<b>2024-25 TOTAL MARKETING BUDGET: \$9,840,000</b>
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# INDUSTRY AFFAIRS

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Industry Affairs</b>	<b>ACTIVITIES: Industry Statistics and Information</b>	<b>AGENCY: Mohammadpour and LandIQ</b>
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
<p><b>AMRIC Operation</b> - 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>	\$19,300	<ul style="list-style-type: none"> <li>• Collect bin counts daily through automated online system</li> <li>• 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"> <li>○ Review data requests from industry and implement enhancements</li> <li>○ Track daily data reporting by handlers on an ongoing basis</li> <li>○ Conduct periodic audits of AMRIC handler data, as needed</li> </ul> </li> <li>• Ensure secure and reliable data storage and monitoring                             <ul style="list-style-type: none"> <li>○ Maintenance of AMRIC website and data tools</li> <li>○ Keep current with supported technology and platforms</li> </ul> </li> </ul>
<p><b>Crop Forecasting and Analysis</b> - 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>	\$83,750	<ul style="list-style-type: none"> <li>• Develop pre-season crop estimate prior to 12/31/24</li> <li>• Conduct crop surveys among AMRIC handlers that engage with industry (winter 2024, spring and fall 2025) and stay apprised of any crop updates throughout the season</li> <li>• Conduct acreage inventory and spatial analysis and update 2025 California Avocado acreage no later than August 2025</li> <li>• Conduct an early-season grower and handler crop survey no later than February 2025</li> <li>• Conduct a mid-season grower and handler crop survey no later than May 2025</li> <li>• Perform “ground-truthing” and verify accuracy of current crop/acreage information</li> </ul>

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Industry Affairs</b>	<b>ACTIVITIES: Industry Statistics and Information (cont.)</b>	<b>AGENCY: Mohammadpour and LandIQ</b>
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
<p><b>Grower Database</b> - 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</p>	\$1,500	<ul style="list-style-type: none"> <li>• Complete annual update of database based on handlers' grower/grove information received from handlers no later than 9/30/25</li> <li>• Perform database processing of 2025-26 grower exemption status using 2022, 2023 and 2024 production data no later than 9/30/25</li> <li>• Update database on an as-needed basis, based on information received via returned mail, grower sign-ups, etc.</li> </ul>
<p><b>Grove Database System</b> - 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</p>	\$11,500	<ul style="list-style-type: none"> <li>• Maintain web-based grove database platform</li> <li>• Perform updates and improvements to online GIS database including but not limited to an annual update using geodatabase integration from acreage inventory by October 2025</li> <li>• Purchase data on parcel ownership based on Assessor's Parcel Number, when necessary</li> </ul>
<p><b>INDUSTRY AFFAIRS: INDUSTRY STATISTICS AND INFORMATION SUBTOTAL:</b></p>	<p><b>\$116,050</b></p>	

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Industry Affairs</b>	<b>ACTIVITIES: Grower Communications</b>	<b>AGENCY: GingerRoot; Fishhook Development; Champ Publications and Rockwell Morrow</b>
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
<b>Online Information</b> - Expands the reach of effective industry communications through CAC's grower site, CaliforniaAvocadoGrowers.com	\$31,000	<ul style="list-style-type: none"> <li>• Provide timely updates to CAC's grower site with continual enhancement, maintenance and content development</li> </ul>
<b>Publications</b> - 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"> <li>• CAC GreenSheet (semi-monthly)</li> <li>• Food Safety Manuals, including Spanish translation</li> <li>• CAC From the Grove magazine (quarterly)                             <ul style="list-style-type: none"> <li>○ <b>Advertising revenue expected to offset budget line item by \$60,000</b></li> </ul> </li> </ul>
<b>Annual Meetings</b> - CAC conducts annual meetings that generate industry awareness of CAC programs	\$15,000	Conduct annual meeting no later than 4/30/25
<b>Annual Report</b> - Preparation of an annual report that generates industry awareness of CAC programs and fulfills CAC's statutory obligation to report to the legislature	\$17,000	Produce and make available the annual report, no later than 6/30/25
<b>INDUSTRY AFFAIRS: GROWER COMMUNICATIONS SUBTOTAL:</b>	<b>\$171,500</b>	

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

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Industry Affairs	<b>ACTIVITIES:</b> Issues Management	<b>AGENCY:</b> 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
<b>Water Issues</b> - 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"> <li>• Monitor water issues (including rates) that potentially impact agriculture and represent interests of industry stakeholders, before local and regional water agencies and industry associations</li> <li>• Identify improved water use efficiency technologies for industry utilization</li> <li>• Work to improve the Metropolitan Water District water efficiency agricultural program</li> <li>• Continue to develop programs with MWD and/or other water agencies that work toward lower agricultural water costs</li> <li>• Analyze and evaluate current water issues and develop recommended programs</li> <li>• Explore possible federal actions that would improve water supply reliability and/or mitigate water rates; if possible initiate pursuit of said actions</li> </ul>
<b>Field/Technical Support</b> - 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"> <li>• Phytosanitary security</li> <li>• Section 18 emergency exemptions</li> </ul>
<b>Research Program Coordination and Outreach</b> - 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"> <li>• Production Research Committee meetings</li> <li>• Communications with researchers</li> <li>• Review and approval of milestone reports</li> <li>• Communicate research progress to CAC Board and growers</li> </ul>

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Industry Affairs</b>	<b>ACTIVITIES: Issues Management (cont.)</b>	<b>AGENCY: Law Offices of Edward M. Ruckert; McDermott Will &amp; Emery LLP and Spann Ag Research &amp; Consulting, LLC; and Kahn, Soares &amp; Conway, LLP</b>
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
<b>Legislative and Regulatory Advocacy</b> - 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"> <li>• California agricultural laws</li> <li>• Adjacency Issue</li> <li>• Food Safety Modernization Act and other food safety related regulation</li> <li>• Animal and Plant Health Inspection Service Agricultural Research Service funding for Invasive Species</li> <li>• Immigration Reform</li> <li>• Conservation/water efficiency programs</li> <li>• Free Trade Agreements – both new and modification of existing</li> <li>• Foreign Market Development activities (United States Department of Agriculture-Foreign Agricultural Service) Emerging Markets Program activities (USDA-FAS)</li> </ul>
<b>Production Registrations</b> - 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"> <li>• Special Local Needs registrations, as needed</li> </ul>
<b>Sustainability Project</b> - 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 directed, to: <ul style="list-style-type: none"> <li>• Develop external-facing communications that promote and differentiate California Avocados based on the California Avocado Sustainability Program</li> <li>• Outreach to California Avocado customers that informs and educates about the California Avocado Sustainability Program</li> <li>• Communicate with growers on additional sustainability practices</li> </ul>
<b>INDUSTRY AFFAIRS: ISSUES MANAGEMENT SUBTOTAL:</b>	<b>\$500,000</b>	



## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Industry Affairs	<b>ACTIVITIES:</b> Legal	<b>AGENCY:</b> Creative Legal Solutions; Kahn, Soares & Conway, LLP
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
<b>Elections</b> - Routine election activities, per CAC law	\$10,000	<ul style="list-style-type: none"> <li>Conduct annual election with ballots returned no later than 10/31/25</li> <li>Fill mid-term vacancies as needed</li> </ul>
<b>Legal Support</b> - Legal support for all CAC departments	\$150,000	Retain legal-support services to assist with contracts, trademarks, registrations and other transactional matters
<b>Governance Support</b> - This program continues to refine the long-term strategic plan that will guide CAC's activities	\$10,000	<ul style="list-style-type: none"> <li>Conduct Board/Executive Committee training, as needed</li> <li>Provide strategic planning support and resources</li> <li>Refine strategic plan, as needed</li> <li>Complete exemption determination status analysis and mail producer exemption status letters to all growers no later than 10/31/25</li> <li>Present draft business plan to the Board, no later than October 2025</li> <li>Use administrative support via outside contractors as needed to fulfill governance requirements</li> </ul>
<b>INDUSTRY AFFAIRS: LEGAL SUBTOTAL:</b>	<b>\$170,000</b>	

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Industry Affairs</b>	<b>ACTIVITIES: Demonstration Grove</b>	<b>AGENCY: Cal Poly Pomona and Somis Pacific Agricultural Management</b>
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
<b>Pine Tree</b> - Rent	\$24,900	Monthly lease per lease agreement
<b>Pine Tree</b> - Grove Management	\$52,000	Annual grove management services based on 11 acres of planted avocado acreage, including routine annual tree maintenance
<b>Pine Tree</b> - Utilities	\$5,400	Split with Cal Poly Foundation based on percentage of leased acreage
<b>Pine Tree</b> - Property Tax and Insurance	\$2,520	Split with Cal Poly Foundation based on percentage of leased acreage
<b>Pine Tree</b> - Improvements and Misc. Expenses	\$5,000	<ul style="list-style-type: none"> <li>• Improvements may include the following:                             <ul style="list-style-type: none"> <li>○ Educational demonstration projects as needed including UCCE GEM Spacing Trial</li> <li>○ Replants of trees in poor health</li> <li>○ New plantings on available blocks</li> </ul> </li> <li>• Miscellaneous expenses, which may include weather station annual fees</li> </ul>
<b>Pine Tree</b> - Crop Harvesting	\$25,000	Farm labor cost to harvest 2024-25 crop at Pine Tree Ranch
<b>Pine Tree</b> - CAC Assessment	\$1,000	CAC Assessment of \$0.01 per pound due on the sale of PTR fruit
<b>Pine Tree</b> - Hass Avocado Board Assessment	\$2,500	HAB Assessment of \$0.25 per pound due on the sale of PTR fruit
<b>INDUSTRY AFFAIRS: DEMONSTRATION GROVE SUBTOTAL:</b>	<b>\$118,350*</b>	

***\*Note: Portion of expenditures potentially offset by estimated harvest revenue of \$115,000***

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Industry Affairs</b>	<b>ACTIVITIES: Education and Outreach</b>	<b>AGENCY: CAC</b>
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
<b>Field Meetings, Seminars and Workshops</b> - 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"> <li>• Food Safety Workshops, including Spanish translation</li> <li>• Hot Topic Seminars (pest/labor/etc.), Spanish translation as needed</li> </ul>
<b>Pine Tree Ranch Field Days</b> - 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 2024, summer and fall 2025
<b>Grower Outreach</b> - Provides industry with a reliable source for information on topics of vital importance to the operation of their business	\$3,000	<ul style="list-style-type: none"> <li>• Coordinate and facilitate small grower forums</li> <li>• Provide CAC premiums in appreciation of industry participation in various Commission programs</li> </ul>
<b>INDUSTRY AFFAIRS: EDUCATION AND OUTREACH SUBTOTAL:</b>	<b>\$20,000</b>	

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Industry Affairs</b>	<b>ACTIVITIES: Other/Administrative</b>	<b>AGENCY: CAC</b>
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
<b>Dues, Sponsorships, Registrations and Reports</b> - Formation and participation in coalitions with other commodity boards and agricultural organizations to broaden support for industry-wide initiatives	\$40,000	<ul style="list-style-type: none"> <li>• Coalition dues and sponsorships may include, but are not limited to: Agriculture Coalition for Immigration Reform, Alliance for Food &amp; 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</li> <li>• Event registrations may include, but are not limited to: IFPA Global Produce &amp; Floral Show, IFPA Washington Conference and Urban Water Institute</li> </ul>
<b>Grant Writing</b> - Pursuit of outside-funding opportunities for industry initiatives	\$2,500	Potential funding opportunities may include: <ul style="list-style-type: none"> <li>• GAP/Food safety</li> <li>• Water quality and efficiency</li> <li>• Phytosanitary/pest management</li> <li>• Sustainability/energy efficiency</li> </ul>
<b>Travel</b> - 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"> <li>• Meetings with policy/decision makers</li> <li>• Grower seminars</li> <li>• District meetings</li> <li>• Local and international industry meetings/conferences</li> </ul>
<b>Office Expense</b> - Expenses incurred by CAC non-marketing staff, in conducting day-to-day business activities	\$7,500	Examples of office expenses include, but are not limited to: <ul style="list-style-type: none"> <li>• Office furniture/computers/software/electronics</li> <li>• Paper/binders/supplies</li> <li>• Subscriptions to business publications and resources</li> </ul>
<b>Committee Meeting Expense</b> - 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"> <li>• Production Research Committee</li> <li>• Executive Committee</li> <li>• Governance Committee</li> </ul>

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Industry Affairs	<b>ACTIVITIES:</b> Other/Administrative (cont.)	<b>AGENCY:</b> CAC
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
<b>Anti-Theft Program</b> – Expenses related to CAC’s anti-theft reward program	\$15,000	<ul style="list-style-type: none"> <li>Anti-theft signs</li> <li>Anti-theft reward program claims</li> </ul>
<b>INDUSTRY AFFAIRS: OTHER/ADMINISTRATIVE SUBTOTAL:</b>	<b>\$130,000</b>	

**2024-25 TOTAL INDUSTRY AFFAIRS BUDGET: \$1,225,900**



# PRODUCTION RESEARCH

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Production Research	<b>ACTIVITIES:</b> Research	<b>AGENCY:</b> 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

## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Production Research	<b>ACTIVITIES:</b> Research (cont.)	<b>AGENCY:</b> UC Riverside; UC Cooperative Extension
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PROGRAMS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	ACTION STEPS & DELIVERABLES
<b>EXISTING RESEARCH PROJECTS</b>				
<b>Breeding</b>				
Commercial-scale field testing and potential release of five elite advanced rootstocks	11/1/22	10/31/25	\$89,628	<ul style="list-style-type: none"> <li>Establish commercial-scale field trials of PP35, PP40, PP42, PP45, and PP80 UCR advanced rootstocks before official release in cooperation with California growers</li> <li>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)</li> <li>Collect tree health and harvest data for PP35, PP40, PP42, PP45 and PP80 UCR advanced rootstocks at 4 previously established field trials (2019)</li> </ul>
Commercial-scale field testing and potential release of five elite advanced rootstocks at Cal Poly	11/1/23	10/31/25	\$16,773	<ul style="list-style-type: none"> <li>Continue to collect and analyze data and disseminate results to the avocado grower and research community</li> <li>Continue to maintain orchard plot</li> </ul>



## 2024-25 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Production Research	<b>ACTIVITIES:</b> Research (cont.)	<b>AGENCY:</b> UC Riverside; UC Cooperative Extension
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PROGRAMS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	ACTION STEPS & DELIVERABLES
<b>Cultural Practices</b>				
Development of tools and information on crop water use and effective irrigation management for more profitable and sustainable avocado production	11/1/22	10/31/25	\$55,603	<ul style="list-style-type: none"> <li>• Develop accurate irrigation water needs under different conditions in South California through updated crop coefficient curves over the season for avocados</li> <li>• Evaluate irrigation tools in avocados (soil moisture, ET, drone/satellite, leaf/stem water potential, canopy temperature) for effective irrigation management</li> <li>• Evaluate irrigation strategies in avocados (grower irrigation practice vs. sensor-based irrigation and/or less water applied)</li> <li>• Evaluate satellite-based tool of IrriSAT / IrriWatch/Open ET in avocados</li> </ul>
<b>Industry Research Support</b>				
Foundation for Food and Agriculture Research (FFAR) Fellow Sponsor - Jesse Landesman	8/1/24	8/1/27	\$32,500	<ul style="list-style-type: none"> <li>• The proposed work aims to address soil salinization, an issue that is increasingly faced by orchard crops across the western United States.</li> <li>• Develop an understanding of how variations in irrigation water quality interact with soil characteristics, such as soil texture, to result in unpredictable patterns of salt accumulation in orchard soils.</li> </ul>
<b>EXISTING RESEARCH PROJECTS SUBTOTAL:</b>			<b>\$194,504</b>	

**2024-25 TOTAL PRODUCTION RESEARCH BUDGET: \$194,504**



# 2024-25 BUDGET

CALIFORNIA AVOCADO COMMISSION  
 2024-25 PROJECTION & BUDGET  
 WITH COMPARISON TO 2023-24

ACCT CODE	REVENUES:	2024-25		2023-24		ORIGINAL vs. AMEND #1		COMMENT
		PROJECTION	%	AMEND #1	%	INCREASE (DECREASE)	PERCENT CHANGE	
40001	CAC Assessment Revenue	\$1,950,000	18.9%	\$5,045,625	53.1%	(\$3,095,625)	-61.35%	Crop size 400 MM lbs @ \$.005/lb assessment
40011	HAB 85% Rebate Assessment Revenue	\$7,905,000	76.6%	\$3,952,500	41.6%	\$3,952,500	100.00%	
	<b>Subtotal Assessment Revenues</b>	<b>\$9,855,000</b>	<b>95.5%</b>	<b>\$8,998,125</b>	<b>94.7%</b>	<b>\$856,875</b>	<b>9.52%</b>	
42001	Administration & Accounting Fee Revenue (AIP)	\$61,000	0.6%	\$61,000	0.6%	\$0	0.00%	
46010	Grant Funding	\$200,000	1.9%	\$300,000	3.2%	(\$100,000)	-33.33%	
48001	Interest Income	\$6,000	0.1%	\$6,000	0.1%	\$0	0.00%	
48009	From the Grove Income	\$60,000	0.6%	\$60,000	0.6%	\$0	0.00%	
48003	Other Income	\$140,000	1.4%	\$75,000	0.8%	\$65,000	86.67%	
	<b>Subtotal Other Revenues</b>	<b>\$467,000</b>	<b>4.5%</b>	<b>\$502,000</b>	<b>5.3%</b>	<b>(\$35,000)</b>	<b>-6.97%</b>	
	<b>Total Revenues</b>	<b>\$10,322,000</b>	<b>100.0%</b>	<b>\$9,500,125</b>	<b>100.0%</b>	<b>\$821,875</b>	<b>8.65%</b>	
ACCT CODE	EXPENDITURES: Marketing Programs	2024-25		2023-24		ORIGINAL vs. AMEND #1		COMMENT
		PROJECTION	%	AMEND #1	%	INCREASE (DECREASE)	PERCENT CHANGE	
51000 & 55000	Consumer Marketing	\$4,597,600	33.8%	\$3,807,500	32.7%	\$790,100	20.75%	
52000	Trade Marketing - Retail	\$3,615,900	26.6%	\$2,481,000	21.3%	\$1,134,900	45.74%	
53000	Trade Marketing - Foodservice	\$650,000	4.8%	\$537,500	4.6%	\$112,500	20.93%	
59000	Marketing Activities Support & Personnel	\$971,500	7.1%	\$177,500	1.5%	\$794,000	447.32%	Includes 85% of Marketing Staff Personnel Expense
	<b>Subtotal Marketing Programs</b>	<b>\$9,835,000</b>	<b>72.3%</b>	<b>\$7,003,500</b>	<b>60.1%</b>	<b>\$2,831,500</b>	<b>40.43%</b>	
EXPENDITURES: Non-Marketing Programs		2024-25		2023-24		ORIGINAL vs. AMEND #1		COMMENT
		PROJECTION	%	AMEND #1	%	INCREASE (DECREASE)	PERCENT CHANGE	
64000 & 65000	Industry Affairs & Production Research	\$1,420,404	10.4%	\$1,485,154	12.7%	(\$64,750)	-4.36%	
66010	Grant Programs	\$200,000	1.5%	\$300,000	2.6%	(\$100,000)	-33.33%	
70000	Operations	\$2,150,328	15.8%	\$2,867,339	24.6%	(\$717,011)	-25.01%	85% of Marketing Staff Personnel Expense Transferred to Marketing
	<b>Subtotal Non-Marketing Programs</b>	<b>\$3,770,732</b>	<b>27.7%</b>	<b>\$4,652,493</b>	<b>39.9%</b>	<b>(\$881,761)</b>	<b>-18.95%</b>	
	<b>Total Expenditures</b>	<b>\$13,605,732</b>	<b>100.0%</b>	<b>\$11,655,993</b>	<b>100.0%</b>	<b>\$1,949,739</b>	<b>16.73%</b>	
	<b>Excess Of Revenues Over (Under) Expenditures</b>	<b>(\$3,283,732)</b>	<b>-31.8%</b>	<b>(\$2,155,868)</b>	<b>-22.7%</b>	<b>(\$1,127,864)</b>	<b>52.32%</b>	
	<b>Estimated Beginning Reserves - Nov. 1</b>	\$15,520,086		\$7,425,954		\$8,094,132	109.00%	
	<i>Estimated 2023-24 Revenue Overage based on Volume &amp; Price/LB</i>			\$9,500,000				
	<i>Estimated 2023-24 Unspent Funds Returned to Reserves</i>			\$750,000				
	<b>Estimated Ending Reserves - Oct. 31</b>	<b>\$12,236,354</b>		<b>\$15,520,086</b>		<b>(\$3,283,732)</b>	<b>-21.16%</b>	

CALIFORNIA AVOCADO COMMISSION  
 2024-25 PROJECTION & BUDGET  
 WITH COMPARISON TO 2023-24

Department: Marketing

ACCT CODE	DEPT/ACTIVITY	2024-25		2023-24		ORIGINAL vs. AMEND #1		COMMENT
		PROJECTION	%	AMEND #1	%	INCREASE (DECREASE)	PERCENT CHANGE	
	<b>Consumer Marketing:</b>							
51001	Media Planning & Buying	\$1,755,000	17.8%	\$1,680,000	24.0%	\$75,000	4.46%	
51002	Creative Strategy, Content & Production	\$511,600	5.2%	\$497,500	7.1%	\$14,100	2.83%	
51004 & 52113	Consumer Marketing - Retail	\$1,100,900	11.2%	\$800,000	11.4%	\$300,900	37.61%	
54001	Consumer Public Relations	\$368,000	3.7%	\$192,500	2.7%	\$175,500	91.17%	
55101 & 55103	Online Marketing	\$536,600	5.5%	\$410,000	5.9%	\$126,600	30.88%	
51801 & 57002	Program Administration & Marketing Research	\$325,500	3.3%	\$227,500	3.2%	\$98,000	43.08%	
	<b>Consumer Marketing Subtotal</b>	<b>\$4,597,600</b>	<b>46.7%</b>	<b>\$3,807,500</b>	<b>54.4%</b>	<b>\$790,100</b>	<b>20.75%</b>	
	<b>Trade - Retail:</b>							
520XX	Trade Relations	\$915,250	9.3%	\$705,300	10.1%	\$209,950	29.77%	
52016, 521XX & 523XX	Retail Promotions	\$2,362,450	24.0%	\$1,447,500	20.7%	\$914,950	63.21%	
522XX	Data, Research & Analysis	\$272,200	2.8%	\$262,200	3.7%	\$10,000	3.81%	
52140 & 524XX	Administration & Other	\$66,000	0.7%	\$66,000	0.9%	\$0	0.00%	
	<b>Trade - Retail Subtotal</b>	<b>\$3,615,900</b>	<b>36.8%</b>	<b>\$2,481,000</b>	<b>35.4%</b>	<b>\$1,134,900</b>	<b>45.74%</b>	
	<b>Trade - Foodservice:</b>							
53001	Media	\$87,400	0.9%	\$0	0.0%	\$87,400	0.00%	
53101	Public Relations	\$102,300	1.0%	\$103,300	1.5%	(\$1,000)	-0.97%	
53103	Foodservice Events	\$213,800	2.2%	\$164,100	2.3%	\$49,700	30.29%	
53104	Chain Promotions	\$200,000	2.0%	\$223,600	3.2%	(\$23,600)	-10.55%	
53105	Culinary Education	\$2,000	0.0%	\$2,000	0.0%	\$0	0.00%	
5380X	Program Administration	\$44,500	0.5%	\$44,500	0.6%	\$0	0.00%	
	<b>Trade - Foodservice Subtotal</b>	<b>\$650,000</b>	<b>6.6%</b>	<b>\$537,500</b>	<b>7.7%</b>	<b>\$112,500</b>	<b>20.93%</b>	
	<b>Marketing Activities Support:</b>							
51803 & 52134	Marketing Planning & Export Program	\$111,500	1.1%	\$177,500	2.5%	(\$66,000)	-37.18%	
51003	Buy California Marketing Agreement	\$25,000	0.3%	\$0	0.0%	\$25,000	0.00%	
518XX	Marketing Personnel Expense	\$835,000	8.5%	\$0	0.0%	\$835,000		
	<b>Marketing Activities Support Subtotal</b>	<b>\$971,500</b>	<b>9.9%</b>	<b>\$177,500</b>	<b>2.5%</b>	<b>\$794,000</b>	<b>447.32%</b>	
	<b>Total Marketing</b>	<b>\$9,835,000</b>	<b>100.0%</b>	<b>\$7,003,500</b>	<b>100.0%</b>	<b>\$2,831,500</b>	<b>40.43%</b>	

CALIFORNIA AVOCADO COMMISSION  
 2024-25 PROJECTION & BUDGET  
 WITH COMPARISON TO 2023-24

Department: Industry Affairs & Production Research

ACCT CODE	DEPT/ACTIVITY	2024-25		2023-24		ORIGINAL vs. AMEND #1		COMMENT
		PROJECTION	%	AMEND #1	%	INCREASE (DECREASE)	PERCENT CHANGE	
<b>Industry Statistics And Information:</b>								
64001	AMRIC Operation	\$19,300	1.6%	\$27,000	2.2%	(\$7,700)	-28.52%	
64002	Crop Forecasting and Analysis	\$83,750	6.8%	\$80,000	6.6%	\$3,750	4.69%	
64003	Grower Database	\$1,500	0.1%	\$1,500	0.1%	\$0	0.00%	
64004	Grove Identification GIS Project Development	\$11,500	0.9%	\$11,500	0.9%	\$0	0.00%	
	<b>Industry Statistics And Information Subtotal</b>	<b>\$116,050</b>	<b>9.5%</b>	<b>\$120,000</b>	<b>9.9%</b>	<b>(\$3,950)</b>	<b>-3.29%</b>	
<b>Grower Communications:</b>								
64105	Online Information	\$31,000	2.5%	\$31,000	2.6%	\$0	0.00%	
64106	Publications	\$108,500	8.9%	\$108,500	9.0%	\$0	0.00%	
64107	Annual Meeting	\$15,000	1.2%	\$20,000	1.7%	(\$5,000)	-25.00%	
64108	Annual Report	\$17,000	1.4%	\$15,000	1.2%	\$2,000	13.33%	
	<b>Grower Communications Subtotal</b>	<b>\$171,500</b>	<b>14.0%</b>	<b>\$174,500</b>	<b>14.4%</b>	<b>(\$3,000)</b>	<b>-1.72%</b>	
<b>Issues Management:</b>								
64201	Water Issues	\$100,000	8.2%	\$100,000	8.3%	\$0	0.00%	
64202	Field/Technical Support	\$100,000	8.2%	\$100,000	8.3%	\$0	0.00%	
64204	Research Program Coordination & Outreach	\$120,000	9.8%	\$120,000	9.9%	\$0	0.00%	
64206	Legislative & Regulatory Advocacy	\$125,000	10.2%	\$125,000	10.3%	\$0	0.00%	
64208	Product Registrations	\$5,000	0.4%	\$5,000	0.4%	\$0	0.00%	
64211	Sustainability Project	\$50,000	4.1%	\$50,000	4.1%	\$0	0.00%	
	<b>Issues Management Subtotal</b>	<b>\$500,000</b>	<b>40.8%</b>	<b>\$500,000</b>	<b>41.3%</b>	<b>\$0</b>	<b>0.00%</b>	
<b>Legal/Governance:</b>								
64301	Elections	\$10,000	0.8%	\$10,000	0.8%	\$0	0.00%	
64302	Legal Support	\$150,000	12.2%	\$100,000	8.3%	\$50,000	50.00%	
64303	Governance Support	\$10,000	0.8%	\$55,000	4.5%	(\$45,000)	-81.82%	
	<b>Legal/Governance Subtotal</b>	<b>\$170,000</b>	<b>13.9%</b>	<b>\$165,000</b>	<b>13.6%</b>	<b>\$5,000</b>	<b>3.03%</b>	
<b>Demonstration Grove:</b>								
64401	Pine Tree - Rent	\$24,900	2.0%	\$24,900	2.1%	\$0	0.00%	
64402	Pine Tree - Grove Management	\$52,000	4.2%	\$52,000	4.3%	\$0	0.00%	
64403	Pine Tree - Utilities	\$5,400	0.4%	\$5,400	0.4%	\$0	0.00%	
64404	Pine Tree - Property Tax & Insurance	\$2,550	0.2%	\$2,520	0.2%	\$30	1.19%	
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	\$28,500	2.3%	\$15,155	1.3%	\$13,345	88.06%	
	<b>Demonstration Grove Subtotal</b>	<b>\$118,350</b>	<b>9.7%</b>	<b>\$104,975</b>	<b>8.7%</b>	<b>\$13,375</b>	<b>12.74%</b>	
<b>Education &amp; Outreach:</b>								
64501	Field Meetings, Seminars & Workshops	\$15,000	1.2%	\$15,000	1.2%	\$0	0.00%	
64502	Pine Tree Ranch Field Days	\$2,000	0.2%	\$2,000	0.2%	\$0	0.00%	
64503	Grower Outreach	\$3,000	0.2%	\$4,000	0.3%	(\$1,000)	-25.00%	
	<b>Education &amp; Outreach Subtotal</b>	<b>\$20,000</b>	<b>1.6%</b>	<b>\$21,000</b>	<b>1.7%</b>	<b>(\$1,000)</b>	<b>-4.76%</b>	
<b>Other:</b>								
64801	Dues, Sponsorships, & Reports	\$40,000	3.3%	\$41,000	3.4%	(\$1,000)	-2.44%	
64802	Grant Writing	\$2,500	0.2%	\$2,500	0.2%	\$0	0.00%	
64803	Travel	\$60,000	4.9%	\$60,000	5.0%	\$0	0.00%	
64804	Office Expense	\$7,500	0.6%	\$10,000	0.8%	(\$2,500)	-25.00%	
64805	Committee Meeting Expense	\$5,000	0.4%	\$5,000	0.4%	\$0	0.00%	
64901	Anti-Theft Reward Program	\$15,000	1.2%	\$7,500	0.6%	\$7,500	100.00%	
	<b>Other Industry Affairs Subtotal</b>	<b>\$130,000</b>	<b>10.6%</b>	<b>\$126,000</b>	<b>10.4%</b>	<b>\$4,000</b>	<b>3.17%</b>	
	<b>Total Industry Affairs</b>	<b>\$1,225,900</b>	<b>100.0%</b>	<b>\$1,211,475</b>	<b>100.0%</b>	<b>\$14,425</b>	<b>1.19%</b>	

CALIFORNIA AVOCADO COMMISSION  
 2024-25 PROJECTION & BUDGET  
 WITH COMPARISON TO 2023-24

Department: Industry Affairs & Production Research

ACCT CODE	DEPT/ACTIVITY	2024-25		2023-24		ORIGINAL vs. AMEND #1		COMMENT
		PROJECTION	%	AMEND #1	%	INCREASE (DECREASE)	PERCENT CHANGE	
<b><u>Pest &amp; Disease Projects:</u></b>								
65131	Phenology and ecology of avocado lace bug in Southern California	\$0	0.0%	\$30,572	11.2%	(\$30,572)	-100.00%	
65132	PLACEHOLDER: Avocado Branch Canker	\$0	0.0%	\$30,000	11.0%	(\$30,000)	-100.00%	
<b>Pest &amp; Disease Project Subtotal</b>		<b>\$0</b>	<b>0.0%</b>	<b>\$60,572</b>	<b>22.1%</b>	<b>(\$60,572)</b>	<b>-100.00%</b>	
<b><u>Breeding, Varieties, Genetics Projects:</u></b>								
65216	Commercial-Scale Field Testing and Potential Release of Rootstocks	\$89,628	46.1%	\$89,628	32.7%	\$0	0.00%	
65217	CAL POLY Commercial scale field testing and potential release of five elite advanced rootstocks	\$16,773	8.6%	\$16,690	6.1%	\$83	0.50%	
<b>Breeding, Varieties, Genetics Projects Subtotal</b>		<b>\$106,401</b>	<b>54.7%</b>	<b>\$106,318</b>	<b>38.8%</b>	<b>\$83</b>	<b>0.08%</b>	
<b><u>Cultural Management Projects:</u></b>								
65323	Develop tools and info on crop water use	\$55,603	28.6%	\$67,053	24.5%	(\$11,450)	-17.08%	
65324	Adapting a User-friendly Online Irrigation Calculator for Avocados	\$0	0.0%	\$7,236	2.6%	(\$7,236)	-100.00%	
<b>Cultural Management Projects Subtotal</b>		<b>\$55,603</b>	<b>28.6%</b>	<b>\$74,289</b>	<b>27.1%</b>	<b>(\$18,686)</b>	<b>-25.15%</b>	
<b><u>Industry Research Support:</u></b>								
65403	Foundation for Food and Agriculture Research (FFAR) Fellow Sponsor - Jesse Landesman	\$32,500	16.7%	\$32,500	11.9%	\$0	0.00%	
<b>Industry Research Subtotal</b>		<b>\$32,500</b>	<b>16.7%</b>	<b>\$32,500</b>	<b>11.9%</b>	<b>\$0</b>	<b>0.00%</b>	
<b>Total Production Research</b>		<b>\$194,504</b>	<b>100.0%</b>	<b>\$273,679</b>	<b>100.0%</b>	<b>(\$79,175)</b>	<b>-28.93%</b>	

Department: Grant Programs

ACCT CODE	DEPT/ACTIVITY	2024-25		2023-24		ORIGINAL vs. AMEND #1		COMMENT
		PROJECTION	%	AMEND #1	%	INCREASE (DECREASE)	PERCENT CHANGE	
66020-91	USDA Grant-FAS MAP South Korea	\$100,000	50.0%	\$160,000	53.3%	(\$60,000)	-37.50%	
66021-92	USDA Grant-FAS MAP China	\$100,000	50.0%	\$140,000	46.7%	(\$40,000)	-28.57%	
<b>Total Grant Programs</b>		<b>\$200,000</b>	<b>100.0%</b>	<b>\$300,000</b>	<b>100.0%</b>	<b>(\$100,000)</b>	<b>-33.33%</b>	

CALIFORNIA AVOCADO COMMISSION  
 2024-25 PROJECTION & BUDGET  
 WITH COMPARISON TO 2023-24

Department: Operations

ACCT CODE	DEPT/ ACTIVITY	2024-25		2023-24		ORIGINAL vs. AMEND #1		COMMENT
		PROJECTION	%	AMEND #1	%	INCREASE (DECREASE)	PERCENT CHANGE	
	<b>Office Expense:</b>							
71101 & 71102	Office Rent & Property Tax	\$35,132	1.6%	\$155,705	5.4%	(\$120,573)	-77.44%	
71104	Offsite Storage	\$10,240	0.5%	\$9,300	0.3%	\$940	10.11%	
71111	Corporate Insurance	\$101,960	4.7%	\$96,000	3.3%	\$5,960	6.21%	
71121 - 71123	Office Expense, Supplies & Janitorial	\$31,350	1.5%	\$27,650	1.0%	\$3,700	13.38%	
71131	Utilities	\$14,700	0.7%	\$14,600	0.5%	\$100	0.68%	
71141	Bank & Payroll Fees	\$8,500	0.4%	\$16,000	0.6%	(\$7,500)	-46.88%	
71151	Equipment Maintenance & Expense	\$7,760	0.4%	\$20,000	0.7%	(\$12,240)	-61.20%	
71161 - 71181	Telephone, Cell Phone, Postage & Courier Service	\$24,800	1.2%	\$29,420	1.0%	(\$4,620)	-15.70%	
	<b>Office Expense Subtotal</b>	<b>\$234,442</b>	<b>10.9%</b>	<b>\$368,675</b>	<b>12.9%</b>	<b>(\$134,233)</b>	<b>-36.41%</b>	
	<b>Professional Fees:</b>							
71201	CPA-Financial Audits	\$40,000	1.9%	\$40,000	1.4%	\$0	0.00%	
71203	CPA-Assessment Audits	\$56,375	2.6%	\$28,500	1.0%	\$27,875	97.81%	
71207	CDFA Fiscal and Compliance Audit	\$9,925	0.5%	\$14,500	0.5%	(\$4,575)	-31.55%	
71211	CDFA Charges	\$90,000	4.2%	\$81,960	2.9%	\$8,040	9.81%	
71221	USDA-AMS Charges	\$63,000	2.9%	\$60,000	2.1%	\$3,000	5.00%	
71231 - 71235	Legal & Other Professional	\$10,000	0.5%	\$7,500	0.3%	\$2,500	33.33%	
71236	Outsourced Accounting	\$107,500	5.0%	\$150,000	5.2%	(\$42,500)	-28.33%	
78301	Pension Admin & Legal	\$38,620	1.8%	\$52,300	1.8%	(\$13,680)	-26.16%	
	<b>Professional Fees Subtotal</b>	<b>\$415,420</b>	<b>19.3%</b>	<b>\$434,760</b>	<b>15.2%</b>	<b>(\$19,340)</b>	<b>-4.45%</b>	
	<b>Personnel Expenses:</b>							
71301 & 71321	Payroll Expense (Wages, Tax & Wrks Comp) - Ops & IA	\$670,840	31.2%	\$645,680	22.5%	\$25,160	3.90%	
	Payroll Expense (Wages, Tax & Wrks Comp) - Marketing	\$118,071	5.5%	\$766,280	26.7%	(\$648,209)	-84.59%	
71311	Pension Expense	\$73,445	3.4%	\$117,625	4.1%	(\$44,180)	-37.56%	
71331	Benefits Expense	\$146,557	6.8%	\$236,432	8.2%	(\$89,875)	-38.01%	
	<b>Personnel Expenses Subtotal</b>	<b>\$1,008,914</b>	<b>46.9%</b>	<b>\$1,766,017</b>	<b>61.6%</b>	<b>(\$757,103)</b>	<b>-42.87%</b>	
	<b>Commissioner Expenses:</b>							
71401	District Meetings & Expenses	\$5,000	0.2%	\$5,000	0.2%	\$0	0.00%	
71402 & 71403	Travel, Lodging, Mileage, Meals & Entertainment	\$58,000	2.7%	\$58,000	2.0%	\$0	0.00%	
71404	Board Meeting Expenses	\$22,250	1.0%	\$31,000	1.1%	(\$8,750)	-28.23%	
71405	HAB BOLD Participation	\$10,000	0.5%	\$18,000	0.6%	(\$8,000)	-44.44%	
71406	District Designated Funds	\$100,000	4.7%	\$0	0.0%	\$100,000	100.00%	
	<b>Commissioner Expenses Subtotal</b>	<b>\$195,250</b>	<b>9.1%</b>	<b>\$112,000</b>	<b>3.9%</b>	<b>\$83,250</b>	<b>74.33%</b>	
	<b>Information Technology:</b>							
73001 & 73002	Network Maint., Hardware, Software & Licenses	\$35,806	1.7%	\$66,937	2.3%	(\$31,131)	-46.51%	
73003 & 73005	IT Support, Consulting & IT Service	\$68,194	3.2%	\$56,500	2.0%	\$11,694	20.70%	
73004	Accounting & Assessment System	\$6,000	0.3%	\$11,500	0.4%	(\$5,500)	-47.83%	
	<b>Information Technology Subtotal</b>	<b>\$110,000</b>	<b>5.1%</b>	<b>\$134,937</b>	<b>4.7%</b>	<b>(\$24,937)</b>	<b>-18.48%</b>	
	<b>Depreciation, Interest &amp; Other Operations:</b>							
78101	Operations Staff Travel	\$5,000	0.2%	\$5,000	0.2%	\$0	0.00%	
78201	Depreciation Expense	\$0	0.0%	\$0	0.0%	\$0	0.00%	
78401 & 78501	Dues & Reg., Education, Training, Recruitment, Other	\$11,175	0.5%	\$20,950	0.7%	(\$9,775)	-46.66%	
78601	Temporary Help	\$5,000	0.2%	\$25,000	0.9%	(\$20,000)	-80.00%	
79001	Amortization Expense	\$159,351	7.4%	\$0	0.0%	\$159,351	100.00%	
79100	Interest Expense	\$5,776	0.3%	\$0	0.0%	\$5,776	100.00%	
	<b>Depreciation, Interest &amp; Other Admin Subtotal</b>	<b>\$186,302</b>	<b>8.7%</b>	<b>\$50,950</b>	<b>1.8%</b>	<b>\$135,352</b>	<b>265.66%</b>	
	<b>Total Operations</b>	<b>\$2,150,328</b>	<b>100.0%</b>	<b>\$2,867,339</b>	<b>100.0%</b>	<b>(\$717,011)</b>	<b>-25.01%</b>	