



2025-26 BUSINESS PLAN

Approved October 9, 2025

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CAC PRIORITIES

California Avocado Commission 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

Industry Strategic Intent

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)

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 or increase California Avocado awareness with our consumer targets
3. Maintain or 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 for achievement of this plan objective: *Maintain or increase perceived value and preference with our consumer targets*

- Using the 2025 CAC tracking study as a benchmark, measure maintenance of value attribute ratings among California consumers

- Attribute ratings for California origin benchmarks (Q10): 40% for best tasting, 40% for most premium quality, 50% for freshest, 50% for most environmentally friendly farming practices
- Benchmarks (QX1): 65% for worth paying more for, 70% for are the best avocados, 65% for ethically sourced
- Using the 2025 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): 61% prefer California; Western region benchmark: 47% prefer California

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

- Using the 2025 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): 85% aided awareness among Californians ages 25+
 - Benchmark (Q3): 75% aided awareness among Californians ages 18-24
- Using the 2025 CAC summer/fall tracking study as a benchmark, measure maintenance in consumer association between avocados and summer among California consumers
 - Benchmark (Q23a): 65% associate California Avocados with spring
 - Benchmark (Q23a): 67% associate California Avocados with summer
- Achieve a total combined reach of more than 70% of our available target audience (individuals within super heavy user segment in target region) via consumer media
- Maintain clicks on retailer-supporting social ads driving to store locators
 - 2024-25 Actual: 206,000
 - 2025-26 Goal: 206,000
- Maintain overall site traffic
 - 2024-25 Actual: 1.3 million
 - 2025-26 Goal: 1.3 million
- Maintain consumer PR impressions
 - 2024-25 Actual: 177 million

- 2025-26 Goal: 177 million
- Achieve a minimum 11% increase in influencer content impressions over 2024-25 influencer impressions goal
 - 2024-25 Goal: 1.8 million
 - 2025-25 Goal: 2 million
- Secure at least 1 million influencer content impressions promoting in-store availability of California Avocados at 3 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 5 retail activations with targeted new or lapsed customers
- Social media campaigns executed in at least 16 new and existing targeted retail customers
- Social media support for at least 9 retail shopper marketing campaigns

Foodservice

- At least 12 returning chain partners from 2024-2025 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
- At least 900K reach from Foodservice Trade Media among multi-unit operators, independents, non-commercial Businesses & Institutions and Colleges & Universities
- A minimum of 5 training and ideation activations at Business & Industry and College & University operations

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)

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 or increase* California Avocado awareness with our consumer targets

Objective: Maintain or 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

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

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

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

*Depending on budget and crop size

CAC Priority No.2:

Advocate for, and engage with, the industry

Objectives:

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

Strategies:

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

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

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

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



2025-26 ACTION PLANS



CONSUMER MARKETING

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Consumer Research, Strategic Planning, Media, Creative, Website, Social Media, Email, Reporting, Program Administration (cont.)	AGENCY: Curious Plot
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Consumer Tracking Study & Research</p> <ul style="list-style-type: none"> • Manage tracking study process in partnership with TBD partner (to be agreed upon between CAC and agency) from proposal to final deliverable(s) • Support tracking study communications to CAC staff and stakeholders • Review HAB consumer research and share/incorporate insights relevant to CAC activities • Ongoing response to all tracking study support requests • Prepare and deliver key learnings report to the Board 	11/1/25	10/31/26	\$5,000	<ul style="list-style-type: none"> • Tracking study needs analysis by April 2026 • Tracking study project proposal by June 2026 • Tracking study report and Board presentation by 10/31/26
<p>Consumer Marketing Strategy Development and Annual Planning</p> <ul style="list-style-type: none"> • Review research about avocado consumers and current target audience in key California Avocado markets and recommend most viable target(s) • Develop Key Performance Indicator targets • Facilitate 2026-27 annual all-agency planning 	11/1/25	10/31/26	\$130,000	<ul style="list-style-type: none"> • Consumer research summary and target recommendation by 11/14/25 (pending 2025 Tracking Study Insights) • Final consumer target definition by December 2025 • 2025-26 Plan KPI recommendations by 11/14/25 • 2026-27 planning framework and timeline by May 2026 • 2026-27 Performance Measures by September 2026

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Consumer Research, Strategic Planning, Media, Creative, Website, Social Media, Email, Reporting, Program Administration (cont.)	AGENCY: Curious Plot
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Consumer Media Planning and Buying</p> <ul style="list-style-type: none"> • Develop a comprehensive media plan (applicable to selected media channels, including digital and social) that <ul style="list-style-type: none"> ○ supports brand messaging ○ reaches the consumer target ○ supports target retail and foodservice account-specific initiatives ○ activates consumers seeking avocados at or around retailers who merchandise California Avocados • Media purchasing and implementation per approved plan • Optimize media plan as needed during California Avocado season • Identify and support market development geographies in concert with CAC staff and Retail Marketing Directors, dependent on budget levels 	11/1/25	10/31/26	\$1,928,000	<ul style="list-style-type: none"> • 2025-26 media plan recommendation by 11/14/25 • Revised media plan recommendation (if applicable), within two weeks of initial recommendation • Negotiated plan recap and media plan schedules by February 2026 • 2026-27 media preliminary plan presentation by 10/31/26

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Consumer Research, Strategic Planning, Media, Creative, Website, Social Media, Email, Reporting, Program Administration (cont.)	AGENCY: Curious Plot
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Consumer Creative Strategy, Content & Production</p> <ul style="list-style-type: none"> Evolve 2024-25 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 2025-26 Manage efficient, innovative asset production for paid and owned media that highlights agreed-upon messaging pillars Facilitate alignment across agencies in targeted approach and execution Provide images, scripts and other assets that support handler, retail and foodservice customer presentations and stakeholder communications 	11/1/25	10/31/26	\$250,000	<ul style="list-style-type: none"> 2025-26 initial creative campaign evolution concepts by December 2025 One video shoot (1 day), focused on video content (grower voice) for Broadcast/streaming CTV content Ad hoc content creation, to include up to 3 on-trend social assets (photos and/or video) as needed Campaign brand guidelines and assets that support approved media plan by 12/31/25 and as needed based on launch date Campaign assets in a timely manner as requested by CAC Final campaign deliverables and number of assets to be determined by approved media plan and approved additional creative opportunities 2026-27 creative campaign evolution concepts presented by 10/31/26

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Consumer Research, Strategic Planning, Media, Creative, Website, Social Media, Email, Reporting, Program Administration (cont.)	AGENCY: Curious Plot
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Consumer Website Strategy, Content & Management</p> <ul style="list-style-type: none"> • Perform high-level site audit refresh to ensure content citations/performance especially in consideration of various AI platforms. • Leverage audit learnings and align key content with agreed-upon messaging pillars • Conceptualize and develop content for website • Perform ongoing overall site maintenance for https://CaliforniaAvocado.com <ul style="list-style-type: none"> ○ Support ongoing business needs with frontend and backend development ○ Support Content Management System improvements, as needed • Ensure the site continues to be compliant with Americans with Disabilities Act, resolve blocker and critical issues • Manage all third-party hosting and software services 	11/1/25	10/31/26	\$83,600	<ul style="list-style-type: none"> • High-level site audit refresh, including content citations in tools such as Google AI mode, ChatGPT, Perplexity, etc. • 2025-26 integrated all-channel content calendar by 11/14/25 • Ongoing content updates and organization • Ongoing website updates, as requested • Monthly (2x) maintenance and updates • Management of third-party hosting and software services • 2026-27 preliminary integrated all-channel content calendar started by 10/31/26

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Consumer Research, Strategic Planning, Media, Creative, Website, Social Media, Email, Reporting, Program Administration (cont.)	AGENCY: Curious Plot
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Consumer Social Media Strategy, Content & Management</p> <ul style="list-style-type: none"> Develop and implement strategies for organic and paid social Manage all social channels and tools Integrate with all programs and channels (email, website, influencer, PR, media) Develop, curate and produce content for social media channels (Facebook, Instagram, Pinterest, TikTok, YouTube, Reddit) Create and continually optimize social media community management response matrix Proactively engage targeted social media users and perform day-to-day community management Reactively engage with comments, questions, DMs and tags via Sprout inbox Comment filtering including deleting spam, hateful or otherwise negative sentiments Set up listening, monitor social conversations and trend opportunities for engagement, User Generated Content and topic mining Implement social media advertising plan 	11/1/25	10/31/26	\$550,000	<ul style="list-style-type: none"> 2025-26 social content and advertising plan by 11/14/25 Monthly editorial calendars, asset development and publishing to channels Ad plan management and execution Targeting and list management Proactive community management, reply filtering and engagement (3x/week during peak season, 1x/week pre and post) Reactive community management and engagement (5x/week during peak season, 2/week pre and post) Social media community management response matrix by 11/14/25; continued updates throughout 2025-26 Ongoing social media listening and social channel management through third-party tools and software services 2026-27 social content and advertising presentation by 10/31/26

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Consumer Research, Strategic Planning, Media, Creative, Website, Social Media, Email, Reporting, Program Administration (cont.)	AGENCY: Curious Plot
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Consumer Email Marketing</p> <ul style="list-style-type: none"> • Develop and implement consumer email marketing strategies that integrate into overall social media content calendar • Create and distribute newsletter content • Manage audience lists • Audit content and lists; execute optimizations • Develop and implement strategies for leveraging email list in other digital marketing initiatives based on location, open rates, etc., as determined by crop size, budget level and availability of targeting information 	11/1/25	10/31/26	\$75,000	<ul style="list-style-type: none"> • 2025-26 email plan by 11/14/25 • Content audit and optimization recommendations by 12/31/25 • Ongoing A/B testing of content and creative • Segmentation strategy and execution <ul style="list-style-type: none"> ○ List segmentation and tagging by 1/31/26 ○ Progressive profiling (ongoing) • E-newsletter development and distribution (12 issues) • Management of third-party tools and software services (MailChimp) for email marketing activities • 2026-27 email preliminary plan presentation by 10/31/26

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Consumer Research, Strategic Planning, Media, Creative, Website, Social Media, Email, Reporting, Program Administration (cont.)	AGENCY: Curious Plot
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Consumer Program Reporting <ul style="list-style-type: none"> Provide performance analysis for media, website, email and social media via digital dashboard Implement approved optimization recommendations Provide campaign dashboard reports summarizing campaign’s performance; provide insight and direction for 2026-27 	11/1/25	12/12/26	\$70,000	<ul style="list-style-type: none"> Campaign performance reporting and recommendations via digital dashboard (Monthly May-August; Quarterly Nov-Apr) Campaign Mid- and Wrap-up Report via PPT Dashboard (final report due six weeks after campaign conclusion, estimated by 10/31/26) Meeting decks and reporting, as requested
Account Administration <ul style="list-style-type: none"> Provide ongoing strategic direction and consultation Coordinate and project manage day-to-day operations of account Provide leadership across key brand and creative initiatives Contribute outlines and content for From the Grove and the GreenSheet articles Develop strategy and support grower communications leading to referendum/assessment increase in January, 2026 	11/1/25	10/31/26	\$125,000	<ul style="list-style-type: none"> Ongoing administrative activities, including team and client meetings, with weekly account status year-round and weekly PR meetings during peak season only Contributions to GreenSheet via outlines and From the Grove via outlines, not to exceed 20 per year Attendance and presentation at Board, Marketing Committee and Handler meetings, as directed by CAC Grower communications inputs related to referendum as needed between October, 2025 and January, 2026 Monthly budget tracking report with monthly invoice
CONSUMER MARKETING: CONSUMER RESEARCH, STRATEGIC PLANNING, MEDIA, CREATIVE, WEBSITE, SOCIAL MEDIA, EMAIL, PROGRAM ADMINISTRATION, REPORTING: CURIOUS PLOT SUBTOTAL:			\$3,216,600	

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing – Public Relations	ACTIVITIES: Media Relations, Trade Support, Spokesperson Networks, Media Tour, Consumer Influencers	AGENCY: Curious Plot
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Media Outreach</p> <ul style="list-style-type: none"> Develop and execute California Avocado Commission public relations plan Refresh master messaging as needed to fit 2026 season specifics Begin outreach to target media ahead of season start Develop targeted story angles and proactively pitch target media and disseminate key messages Respond to media requests/inquiries and vet opportunities accordingly Secure media coverage around California Avocados in broadcast, print, qualified blogs and online outlets that reach target consumers and activate them to seek California Avocados at time of purchase Support select media opportunities with onsite staff Maintain trade media contact list for CAC 	11/1/25	10/31/26	\$75,000	<ul style="list-style-type: none"> 2025-26 media relations outreach plan, including consumer, trade and grower communications and KPI recommendations, by 11/14/25 Revised campaign messaging by February, 2026, taking into account anticipated crop specifics Ongoing targeted pitches and up to two (2) press releases around key season milestones Consistent media coverage around California Avocados Up to 3 media opportunities staffed in-person throughout season All media opportunities will be supported through tailored messaging toolkits and briefing materials Ongoing media list management and optimization (dailies, TV, radio, lifestyle outlets, food-centric outlets, trade contacts) 2026-27 media relations preliminary plan presentation by 10/31/26
<p>Media Monitoring (Trade and Consumer)</p> <ul style="list-style-type: none"> Monitor and track media coverage for consumer and trade media Manage media monitoring service 	11/1/25	10/31/26	\$37,500	<ul style="list-style-type: none"> Monthly coverage reports (in-season – May-August) Quarterly coverage reports (pre/post) Management and optimization of Media Monitoring Service

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing – Public Relations	ACTIVITIES: Media Relations, Trade Support, Spokesperson Networks, Media Tour, Consumer Influencers (cont.)	AGENCY: Curious Plot
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
MAT Release <ul style="list-style-type: none"> Develop/distribute themed MAT release at beginning of season in key Western region markets and potential outer markets 	11/1/25	10/31/26	\$8,500	<ul style="list-style-type: none"> MAT release development and management for deployment during peak season (May-August), 2026
Spokesperson TV Network Activation <ul style="list-style-type: none"> Lead collaboration with spokesperson network to develop segments in key markets Coordinate with trained RD spokespeople as needed for various segments 	11/1/25	10/31/26	\$50,000	<ul style="list-style-type: none"> A total of 5-7 TV segments hosted by spokesperson partners in key markets Integration with social team for content amplification
Influencer Partnerships <ul style="list-style-type: none"> Develop the 2026 California Avocado Season influencer strategy and talent roster Secure California influencers whose communications celebrate and continue the momentum of the California Avocado season Handle outreach, negotiations, contracting, and payment <ul style="list-style-type: none"> CAC to manage content and campaign execution Coordinate a meeting with CAC and all talent to review the campaign brief, content expectations and timing Develop an influencer-hosted storytelling video content series featuring authentic short-form videos throughout the season 	11/1/25	10/31/26	\$175,000	<ul style="list-style-type: none"> Influencer strategy and talent roster by 12/31/25 4-6 contracted influencers secured by March, 2026 One influencer partnership to include 4-5 short-term videos throughout the season

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing – Public Relations	ACTIVITIES: Media Relations, Trade Support, Spokesperson Networks, Media Tour, Consumer Influencers (cont.)	AGENCY: Curious Plot
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Top-Tier Culinary Influencer Partnership <ul style="list-style-type: none"> • Develop culinary influencer strategy and talent roster • Secure one (1) top-tier culinary influencer/chef partner whose communications will create buzz and drive cultural relevance for the California Avocado season • Handle outreach, negotiations, contracting and payment • Develop all materials and coordinate a kickoff meeting with talent/agent to cover campaign brief, content expectations and timing • Pitch/secure/coordinate up to 3 media interview opportunities leveraging talent, to include mention of California Avocados • Develop and distribute 1 press release announcing the partnership 	11/1/25	10/31/26	\$200,000	<ul style="list-style-type: none"> • Top-tier influencer strategy and talent roster developed by 12/1/25 • One (1) top-tier culinary influencer/chef secured by February 2026 • 1-3 social media posts on partner channels, with CAC rights to content as determined in negotiation • Up to 3 pieces of coverage in target outlets, to include mention of California Avocados • 1 press release announcing the brand/influencer partnership • Potential to include on-menu branding for California Avocados at partner restaurants, as applicable and as budget allows • <i>Additional partnership elements in incremental budget section</i>
CONSUMER MARKETING – PUBLIC RELATIONS: MEDIA RELATIONS, TRADE SUPPORT, SPOKESPERSON NETWORKS, MEDIA TOUR, CONSUMER INFLUENCERS: CURIOUS PLOT SUBTOTAL:			\$546,000	

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing – Retail Support Programs	ACTIVITIES: Strategic Planning, Media, Creative, Social Media, Influencer, Regional Activations, Reporting, Program Administration	AGENCY: Curious Plot
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Retail Support Marketing Strategy Development and Annual Planning <ul style="list-style-type: none"> • Support and drive retail program activities tied to retailer or retail purchase • Review and manage retail shopper target audiences specific to retail partners • Develop Key Performance Indicator targets • Contribute to 2026-27 annual planning 	11/1/25	10/31/26	\$55,000	<ul style="list-style-type: none"> • Optimized process/plan for retailer information intake, review and activations (working file) by 12/31/25 • 2025-26 retail support KPI recommendations by 11/14/25
Retail Support Media Planning and Buying <ul style="list-style-type: none"> • Develop a comprehensive retail shopper media plan (applicable to selected media channels, including digital and social) that <ul style="list-style-type: none"> ○ supports brand messaging ○ reaches the consumer target ○ supports target retail account-specific initiatives ○ activates consumers seeking avocados at or around retailers who merchandise California Avocados • Optimize media plan as needed during California Avocado season 	11/1/25	10/31/26	\$225,000	<ul style="list-style-type: none"> • 2025-26 retail support media plan recommendation by 11/14/25 • Revised media plan recommendation (if applicable), within two weeks of initial recommendation) • Negotiated plan recap and media plan schedules by 1/31/26 • Media purchasing and implementation per approved plan • Media plans and optimizations based on ongoing results • 2026-27 retail support social advertising plan presentation by 10/31/26

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing – Retail Support Programs	ACTIVITIES: Strategic Planning, Media, Creative, Social Media, Influencer, Regional Activations, Reporting, Program Administration (cont.)	AGENCY: Curious Plot
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Retail Support Creative and Production <ul style="list-style-type: none"> Support CAC, RMDs and PJ/PR with creative content design and production Point-of-sale material design, copywriting, and production Digital ads and ecommerce creative support 	11/1/25	10/31/26	\$70,000	<ul style="list-style-type: none"> 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), with initial batch of banner ad content developed for all potential partners by 12/31/25 Creative production/printing as needed/as budget allows
Retail Support Social Media <ul style="list-style-type: none"> Develop and implement social strategies and ad plan that promotes California Avocados at retail partner locations Develop and produce retail-tagged content for social media channels (Facebook, Instagram) Monitor and report on progress 	11/1/25	10/31/26	\$180,000	<ul style="list-style-type: none"> 2025-26 retail support social advertising plan by 11/14/25 Ongoing retailer targeting list management Ongoing co-branded retail content development and management 2026-27 retail support social advertising plan presented by 10/31/26

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing – Retail Support Programs	ACTIVITIES: Strategic Planning, Media, Creative, Social Media, Influencer, Regional Activations, Reporting, Program Administration (cont.)	AGENCY: Curious Plot
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Regional Retail Activations</p> <ul style="list-style-type: none"> • Develop and execute custom “Come Shop with Me”-style retailer in-store campaign activities, including: <ul style="list-style-type: none"> ○ Identification, content development, contracting, and payments for participating influencers ○ At least one event to include a grove visit in addition to retail location • Create supporting materials (handouts, giveaways) for each activation 	11/1/25	10/31/26	\$245,000	<ul style="list-style-type: none"> • Planning and logistical management of 3 “Come Shop with Me”-style Regional Retail Activation Events, including: <ul style="list-style-type: none"> ○ 2025-26 plan and strategy developed by 11/14/25 ○ Retail partners secured by February 2026 ○ Final plan with retailers complete by April 2026 ○ Retail partner coordination and site visits as needed ○ Messaging/scripting for presenters and briefing books ○ Attendee communications and creative materials, including up to 3 designed items per event (menu, social/welcome sign, recipe card) • 5-10 influencers secured per event • Wrap report for each activation • 2026-27 regional retail activations preliminary plan presentation by 10/31/26

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing – Retail Support Programs	ACTIVITIES: Strategic Planning, Media, Creative, Social Media, Influencer, Regional Activations, Reporting, Program Administration (cont.)	AGENCY: Curious Plot
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Retail Support Program Reporting <ul style="list-style-type: none"> Provide monthly performance analysis for retail-supporting programs (media and social Media) via digital dashboard Implement approved optimization recommendations Provide campaign dashboard reports summarizing campaign’s performance; provide insight and direction for 2026-27 	11/1/25	10/31/26	\$20,000	<ul style="list-style-type: none"> Campaign performance reporting and recommendations via digital dashboard (monthly May-August; quarterly Nov-Apr) Campaign mid-campaign and wrap report via PPT Dashboard (final report due six weeks after campaign conclusion, estimated 10/31/26) Meeting decks and reporting, as requested
Retail Support Account Administration <ul style="list-style-type: none"> Provide ongoing strategic direction and consultation Coordinate and project manage day-to-day operations of account Provide leadership across key brand and creative initiatives 	11/1/25	10/31/26	\$40,000	<ul style="list-style-type: none"> Ongoing administrative activities, including team and client meetings Contributions to GreenSheet outlines and From the Grove outlines, not to exceed 2 per month Attendance and presentation at Board, Marketing Committee and Handler meetings, as directed by CAC Monthly budget tracking report with monthly invoice
CONSUMER MARKETING – RETAIL SUPPORT: STRATEGIC PLANNING, MEDIA, CREATIVE, SOCIAL MEDIA, INFLUENCER, REGIONAL ACTIVATIONS, REPORTING, PROGRAM ADMINISTRATION: CURIOUS PLOT SUBTOTAL:			\$835,000	

2025-26 TOTAL CONSUMER MARKETING BUDGET: \$4,597,600



TRADE MARKETING – RETAIL

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Trade – Advertising and Production	AGENCY: Fusion
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Retail Trade Advertising Media Purchases Develop and manage California Avocado retail trade advertising media plan:</p> <ul style="list-style-type: none"> • Emphasis on digital ads with limited print support at launch • Create a media plan/calendar focused on early season start • Target retail management and produce buyers <ul style="list-style-type: none"> ○ Secondary audience: California stakeholders/growers/handlers • Negotiate value-added, no-cost/low-cost opportunities • Management of media plan, execution, insertion orders, ad placement in key positions with approved publications 	11/1/25	10/31/26	\$140,000	<ul style="list-style-type: none"> • Campaign media plan by 1/16/26 • Campaign launch beginning in late February or early March (Includes other opportunities as available) • Heavy pre- and early season support • IFPA Booth communications in late September/early October • All billings and payments managed and processed in a timely manner and in accordance with CAC policy • Ongoing metric reports
<p>Retail Trade Advertising Production Develop retail trade advertising campaign:</p> <ul style="list-style-type: none"> • Design the seasons print ad • Design the seasons digital ads • Incorporate California Avocado retail information, business benefits of stocking California avocados, key brand messages and identification • Ensure that all retail trade ads direct readers to the CAC retail webpage • A/B test motion graphic ad vs. static digital ad and report results 	11/1/25	10/31/26	\$29,600	<ul style="list-style-type: none"> • Creative brief by 11/17/25 • 1 full-page season print ad <ul style="list-style-type: none"> ○ Resized for each print publication • 1 digital leaderboard ad <ul style="list-style-type: none"> ○ Resized for each digital media platform • Digital ads, as needed, based on opportunities, media promotions and size • Resized digital ads on multiple trade platforms • 1 motion-graphic test ad with selected trade platform
TRADE MARKETING - RETAIL:				
TRADE – ADVERTISING AND PRODUCTION			\$169,600	
(FUSION) SUBTOTAL:				

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Trade Relations - Trade Press Events; Trade Association Dues; Trade Events; and International Fresh Produce Association	AGENCY: Retail Program Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Trade Associations Continue membership in national and regional trade associations that provide access to targeted retailers and provide opportunities for trade communications, creating anticipation and demand for California Avocados	1/1/226	10/31/26	\$13,890	<ul style="list-style-type: none"> Payment of dues for trade association membership
International Fresh Produce Association <ul style="list-style-type: none"> Exhibit at and participate in the 2025 IFPA annual Global Produce & Floral Show in Anaheim, CA Connect with key retail audience and communicate California Avocado key messages to target audiences Connect with trade media, avocado industry stakeholders and the produce industry Rent booth and execute booth program Manage CAC's participation in the 2026 IFPA Global Produce & Floral Show 	11/1/25	10/31/26	\$81,760	<ul style="list-style-type: none"> Participation in the 2025 IFPA GP&FS Exhibitor registration and booth space reservation for IFPA Global Produce & Floral Show, October 16-18, 2026 in Orlando, FL by 11/30/25 CAC GP&FS strategic plan with management approval by 6/15/25 Achievement of objectives set in the approved show plan 10'x30' booth rental for use at show and preview fully set up booth by 10/2/26 Exhibitor deposit for the 2026 IFPA GP&FS paid by 10/31/26
TRADE MARKETING - RETAIL: TRADE RELATIONS - TRADE ASSOCIATION DUES, EVENTS AND GLOBAL PRODUCE & FLORAL SHOW (RETAIL PROGRAM SUPPORT) SUBTOTAL:			\$95,650	

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Trade Relations - Retail Communications	AGENCY: PJ/PR
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Key Account Communications In collaboration with retailer marketing/digital media teams, CAC Retail Marketing Directors and staff, plan and execute customized content with retailers that commit to display and promote California Avocados</p> <ul style="list-style-type: none"> • Develop “Welcome to California Avocado Season” kit for key accounts; work with CAC to fulfill • Collaborate with CAC on the development of retail-focused lifestyle assets • Create customized California Avocado-branded pitch deck highlighting retailer benefits and available resources • Conduct retail meetings; secure complimentary social media and digital advertising approval • Develop custom social and traditional content campaigns for retailers’ platforms • Support CAC regional retail events with social media content • Customize CAC-produced assets with retailer messaging and branding • Monitor key account social platforms • Track asset usage, boosting and retail promotions grids • Compile end-of-season recap with analytics 	11/1/25	10/31/26	\$309,600	<ul style="list-style-type: none"> • Day-to-day program management • Up to 16 welcome kits • Outline, copy and images for up to 8 pages of a customizable template presentation by 1/31/26 • Up to 16 California Avocado Customized Retail Pitch decks by 5/30/26 • Marketing/social media promotion with up to 16 key accounts by 7/31/26 • Social content copy and asset recommendations for up to 4 themed promotional timeframes per retailer to run on retailer-owned social channels by 8/29/26 • Up to 54 activations for retailer-owned social channels by 9/10/26 • Weekly update of internal tracking documents, including Retail Social Media Boosting Tracker, CAC Retail Video Allocations Tracker, CAC Retail Promotion Tracking Grid • Individual retailer posts and links delivered upon publishing • Individual retailer recap and metrics within one month of completion or as provided by retailer • End-of-season recap to include up to 16 retailers by 10/31/26

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Trade Relations - Retail Communications	AGENCY: PJ/PR
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Cross-functional Shopper Insights Survey Consumer survey to generate compelling, data-driven results, attributable to California Avocados that can be shared cross-functionally with retail, consumer, foodservice and trade teams</p> <ul style="list-style-type: none"> Manage survey process from proposal to final deliverables Conduct call with survey company to clarify goals, target demographics, key business questions and success metrics Collaborate on question development and questionnaire design Review data insights Share results cross-functionally Create custom infographic(s) 	11/1/25	4/1/26	\$22,650	<ul style="list-style-type: none"> Survey questionnaire built by 12/19/25 Survey conducted and completed by 1/23/26 Executive Summary by 1/30/26 Distribution of results to CAC teams by 2/6/26 Infographic(s) by 2/20/26
<p>Retail Co-promotion Co-promotion with like-minded brand, , executed at retail partner(s).</p> <ul style="list-style-type: none"> Develop and coordinate promotion activities Create supporting materials (social media, giveaway(s), assets capture) 	11/1/25	9/30/26	\$20,000	<ul style="list-style-type: none"> Planning and logistical management for up to 2 co-promotions Asset capture Branded content posted to partner channels Results report by 7/31/26 Content for CAC publications and trade outreach

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Trade Relations - Retail Communications	AGENCY: PJ/PR
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Program Administration, Tracking, Reporting and Strategic Planning</p> <ul style="list-style-type: none"> • Provide planning, support, consultation and administration of the program • Contribute to CAC stakeholder communications, The GreenSheet and From the Grove • Attend meetings, as directed by CAC • Develop/present program updates at Board, Marketing Committee and handler meetings • Contribute to the 2026-27 planning process as determined by CAC <ul style="list-style-type: none"> ○ Perform research on consumer and industry trends that will help inform future programs ○ Provide input on business plan elements along with program development and integration for 2026-27 • Ideate and develop 2026-27 Plan 	11/1/25	10/31/26	\$20,000	<ul style="list-style-type: none"> • Reconciled budget within 3 days of receipt from CAC • Monthly reporting and invoicing within 5 business days after end of month • Articles and images for up to 6 contributions to GreenSheet Marketing Digest and/or From the Grove • Attendance and presentations at meetings, as directed by CAC • Content for Board, Marketing Committee, grower or handler presentations, and Dashboard updates as directed by CAC • Content for CAC trade media, as requested • Active participation in 2026-27 planning process
TRADE MARKETING - RETAIL: TRADE RELATIONS – RETAIL COMMUNICATIONS (PJ/PR) SUBTOTAL:			\$372,250	

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Trade Relations - Key Account Coverage	AGENCY: Retail Marketing Directors
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Contracted Key Account support in the West</p> <ul style="list-style-type: none"> Conduct meetings with CAC’s tiered-account retailers who are willing to pay a premium for California Avocados in California, Arizona, Oregon, Washington, Colorado and Utah communicating the business benefits of carrying and promoting California Avocados in season Set up promotions with targeted retailers 	11/1/25	10/31/26	\$168,000	<ul style="list-style-type: none"> Customer meetings and calls that create anticipation and readiness for Fresh California Avocado season and communicate their superiority and premium quality Customized marketing opportunities and promotions with retailers who are demonstrating a willingness to pay a premium for California Avocados Promotions that incentivize targeted accounts to feature California Avocados and encourage targeted consumers (including the younger age range) to seek out and purchase them in season
<p>Contracted Key Account support for Corporate and the Midwest Territory</p> <ul style="list-style-type: none"> Conduct meetings with CAC’s tiered-account retailers who are willing to pay a premium for California Avocados in the Midwest, communicating the business benefits of carrying and promoting California Avocados in season Set up promotions with targeted retailers 	11/1/25	10/31/26	\$129,000	<ul style="list-style-type: none"> Retail call reports summarizing meetings with targeted retailers within 5 days of the meeting Meetings with handlers confirming promotions and timing with key accounts prior to sending promotion agreements Promotion Agreements securing handler and retailer commitments for CAC promotions featuring customized California Avocado marketing support at least 3 weeks before promotion

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Trade Relations - Key Account Coverage (cont.)	AGENCY: Retail Marketing Directors
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Retail Meetings and Follow-Up <ul style="list-style-type: none"> Travel for in-person meetings with all Tier 1 retail produce executives and follow-up meetings for promotion execution Meet with retail marketing departments on shopper marketing and CAC retail advertising campaigns Travel and attendance at regional trade shows and Global Produce Show in line with CAC plan 	11/1/25	10/31/26	(cont.)	<ul style="list-style-type: none"> In-person meetings with all Tier 1 retail produce executives and follow-up meetings for promotion execution Retail marketing department meetings on shopper marketing and CAC retail social media and advertising campaigns Participation at regional trade shows and the International Fresh Produce Association Global Produce & Floral Show Target 55 retail customer meetings Target 24 retail marketing meetings Attend 5 produce industry trade shows
Planning and Reporting <ul style="list-style-type: none"> Provide input on business plan elements, along with program development and integration for 2025-26 Report on retail activities and results 	11/1/25	10/31/26		<ul style="list-style-type: none"> Program activities and results for Board and Marketing Committee meeting presentations and Dashboard updates, as directed by CAC Contributions to GreenSheet and From the Grove
TRADE MARKETING - RETAIL: KEY ACCOUNT COVERAGE RMD SUBTOTAL:			\$297,000	
2025-26 TRADE MARKETING – RETAIL TRADE RELATIONS SUBTOTAL: \$934,500				

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Retail Promotions	AGENCY: Retail Marketing Directors
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Retail Performance Programs</p> <ul style="list-style-type: none"> Conduct account-specific, California-branded performance programs with targeted/tiered-account retailers who demonstrate a willingness to pay a premium for California Avocados, including programs in support of Fresh California Avocados’ exclusive seasonal availability Coordinate timing with handlers and retailers, ensuring fruit availability for promotions Develop programs that encourage retailers’ consumers to seek out and purchase California Avocados in season 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 Support retail influencer and retail activations (“Come Shop with Me” or other incremental consumer activations as targeted by RMD and Marketing teams Assist with production of CAC custom POS and display bins for use in retail account activations 	1/1/26	9/30/26 (In Line with Crop Harvest/Sell-Thru)	\$550,000	<ul style="list-style-type: none"> Minimum 60 promotions featuring California Avocados in targeted retailers with prominent California branding Maintain 5 new retail accounts established from previous crop year of regional expansion to support similar size crop Promotion Agreements fully executed by handlers, retailers and CAC Production of retail and merchandising materials that support RMD’s presentation to retailers and retail marketing managers Target 16 retail accounts for social media asset support by PJ/PR

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Retail Promotions (cont.)	AGENCY: Retail Marketing Directors
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Retail Brand Awareness Programs</p> <ul style="list-style-type: none"> Utilize retail chain shopper marketing and digital marketing programs for campaigns specific to California Avocado branding Coordinate with CAC’s consumer advertising campaign for creative that promotes continuity of all consumer-facing messaging of premium California Avocado branding Develop in-store, point-of-sale promotions to prominently promote California Avocados branding at store level 	1/1/26	9/30/26	\$490,000	<ul style="list-style-type: none"> Target 5 national accounts for online marketing programs within the Tier 1 retailers 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

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Retail Promotions	AGENCY: Retail Marketing Directors		
ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Retail Merchandising Services <ul style="list-style-type: none"> • Secure retail approval for POS in stores, custom signage or display bins • Utilize merchandising and broker companies to execute POS and display bins at store level to tie-in with CAC retail promotions • Conduct Country-of-Origin retail merchandising statistics during key months of season to changing market conditions and for use with future category data projects. 	3/1/26	8/31/26	\$170,000	<ul style="list-style-type: none"> • POS merchandising in 10-15 targeted retailers for a total of 4,000 stores (2 rounds) • Of the targeted retailers, and 4,000 stores, 75% of participating stores to be in POS set-up and execution, with 25% devoted to repeat audits for country of origin merchandising • Photos and audit results of in-store displays on California Avocados • Statistical data on size, pack and country to origin to retailers during peak California Avocado season
TRADE MARKETING - RETAIL:			\$1,210,000	
TRADE RELATIONS – KEY ACCOUNT COVERAGE				
RETAIL MARKETING DIRECTORS SUBTOTAL:				

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Retail Promotions	AGENCY: Retail Program Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Retailer Social Media Advertising Support <ul style="list-style-type: none"> Support retailers with California Avocado advertising initiatives (media dollars) on their social media platforms 	1/1/26	10/31/26	\$54,500	<ul style="list-style-type: none"> Up to 40 advertising campaigns (launches) on retail social media partner platforms
Support Materials and Fulfillment <ul style="list-style-type: none"> Secure retail commitment to utilize display bins in store with prominent California Avocado branding Develop point-of-sale with prominent California Avocado brand identification (as needed) Manage production and use of premiums with prominent California Avocado brand for promotions and events Manage storage and fulfillment of California Avocado marketing materials	11/1/25	10/31/226	\$236,000	<ul style="list-style-type: none"> Production of 3,500 California Avocado display bins Delivery of bins to key accounts that accept outside POS for their displays Items produced with California Avocado brand identification and/or ad campaign graphics for retail promotions and at targeted produce industry events Materials that clearly brand California Avocados for avocado displays at point-of-purchase and integrate elements of the California Avocado advertising campaign Fulfillment of retailer, handler, grower and consumer requests for California Avocado marketing materials
TRADE MARKETING – RETAIL: RETAIL PROMOTIONS (RETAIL PROGRAM SUPPORT) SUBTOTAL:			\$290,500	

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail		ACTIVITIES: Trade Promotion		AGENCY: Fusion
ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Retail Communications Newsletter Develop second season retail-focused newsletter:</p> <ul style="list-style-type: none"> • Spotlight the retail benefits/advantages of utilizing CAC resources and carrying California Avocados • Create content with input from staff and RMDs • Monitor subscriber list • Distribute newsletters to target audience • Target retail management and produce buyers of smaller chains, distributors, shipper/handlers and their sales staff 	11/1/25	10/31/26	\$20,000	<ul style="list-style-type: none"> • Calendar to CAC by 12/17/25 <ul style="list-style-type: none"> ○ Themes/dates to be finalized up as season progresses to take advantage of changes and opportunities • 5 total newsletters during the season <ul style="list-style-type: none"> ○ Pre-season newsletter in late February ○ 1 abbreviated newsletter prior to 2026 IFPA Global Produce & Floral Show • Ongoing newsletter metric reports
<p>Retail Webpage Maintenance and Materials</p> <ul style="list-style-type: none"> • Update retail data highlighting the benefits of carrying California avocado on CAC’s retail webpage • Meet with staff and RMDs to review and discuss current retail documents (Handling and Ripeness Guides) on the webpage • Revise and update key retail materials residing on the retail webpage: Handling & Ripeness Guides 	11/1/25	10/31/26	\$9,450	<ul style="list-style-type: none"> • Data graphic for the retail webpage by 2/18/26 • Scope of Work for Handling and Ripeness Guides by 12/19/25 • Updated documents to current standards • Layout/production of final documents delivered by 3/4/26
TRADE MARKETING - RETAIL:				
TRADE PROMOTION				
(FUSION) SUBTOTAL:			\$29,450	

2025-26 TRADE MARKETING – RETAIL PROMOTIONS SUBTOTAL: \$1,529,950
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2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail		ACTIVITIES: Retail Data Monitoring and Reporting			AGENCY: CIRCANA
ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES	
Retail Point-of-Sale Data <ul style="list-style-type: none"> Data Analysis, Research and Reporting Supply retail-specific sales data in accordance with agreement 	11/1/25	10/31/26	\$67,000	<ul style="list-style-type: none"> 13 deliveries of data by 10/31/26 Includes regions, markets and selected retail chains 	
TRADE MARKETING - RETAIL: RETAIL DATA MONITORING AND REPORTING (CIRCANA) SUBTOTAL:			\$67,000	(Per Circana 6/25/25)	

PROGRAM: Trade Marketing - Retail		ACTIVITIES: Retail Data Monitoring and Reporting			AGENCY: Fusion
ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES	
Data Analysis, Research and Reporting <ul style="list-style-type: none"> Provide fact-based analysis of retail sales trends Create data and trade marketing reporting for Dashboard updates Aid in communicating the business benefits and opportunities of carrying and promoting California Avocados at retail Support staff/RMDs/retailers with retail-specific reports Develop data-based information and graphic content promoting the retail benefits of carrying California Avocados Monitor and validate data deliveries Maintain retailer database from Circana Prepare for and implement system-wide database restatement from Circana 	11/1/25	10/31/26	\$96,500	<ul style="list-style-type: none"> 3 Retail AvoScore cards 5 outlines or contribution to the GreenSheet, From The Grove or Marketing Digest 5 Retailer Avocado Business Reviews <ul style="list-style-type: none"> ABRs or Promotional reviews Data and trade marketing reporting for Dashboard updates Data support/nuggets for newsletters and Retail communications (PR/Social/RMD Support) Data, research, consultation and support as requested <ul style="list-style-type: none"> Additional FOB pricing charts as needed for annual grower meetings 	

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail		ACTIVITIES: Retail Data Monitoring and Reporting (cont.)			AGENCY: Fusion
ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES	
<p>California Avocado Market Analysis</p> <ul style="list-style-type: none"> • Develop and maintain annual foundational research measuring the changing California Avocado market dynamics • Analyze and report on California and imported supply, retail sales and volume, FOB pricing trends, and retail price trends in the California Avocado marketplace • Track and monitor performance of the California Avocado season • Incorporate relevant industry secondary research findings from avocado category retail research 	11/1/25	3/1/26	\$54,500	<ul style="list-style-type: none"> • Includes supply metrics, compound growth rates, California and import trends and FOB pricing • Volume, average retail price, dollar sales, distribution, velocity • Summarized relevant industry secondary research on avocado category findings for the marketplace • Report by Mid-February 2026 (TBD) 	
TRADE MARKETING - RETAIL:					
RETAIL DATA MONITORING AND REPORTING (FUSION) SUBTOTAL:			\$151,000		

PROGRAM: Trade Marketing – Retail		ACTIVITIES: Data, Research and Analysis			AGENCY: Avocado Marketing Services, Inc.
ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES	
<p>Avocado Marketing Research Information Center</p> <p>Provide AMRIC data, as well as market and industry updates and projections</p>	11/1/25	10/31/26	\$2,700	<p>Delivery of weekly reports:</p> <ul style="list-style-type: none"> • Market Trends Reports • AMRIC Data Report • Market’s Analysis Report 	
TRADE MARKETING – RETAIL:					
DATA, RESEARCH AND ANALYSIS (AVOCADO MARKETING SERVICES, INC.) SUBTOTAL:			\$2,700		

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Retail Support, Consultation, Annual Planning, Program and Data Administration			AGENCY: Fusion
ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Retail Support, Consultation, Annual Planning, Program and Data Administration <ul style="list-style-type: none"> Provide planning, support, consultation and administration of programs Monitoring of resources and budgets Content creation and presentations for Board and Marketing Committee updates/meetings as requested 	11/1/25	10/31/26	\$56,500	<ul style="list-style-type: none"> Annual planning, management and administration of programs, projects, budgets, inter-agency activities, virtual meetings, attendance and expenses for annual all-agency meetings and archiving of materials, reports, and data Circana, Inc. data specifications, data agreements negotiated, communications and management and associated contract costs and fees
TRADE MARKETING - RETAIL: PLANNING AND PROGRAM ADMINISTRATION (FUSION) SUBTOTAL:			\$56,500	

2025-26 DATA, RESEARCH AND ANALYSIS SUBTOTAL: \$277,200
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2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing – Retail	ACTIVITIES: Marketing Administration – Grower Communications	AGENCY: GingerRoot
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Communicate the California Avocado marketing programs that are relevant to the California Avocado grower community	11/1/25	10/31/26	\$11,000	<ul style="list-style-type: none"> Marketing copy for 24 GreenSheet editions Copy and editing of marketing articles for 4 From the Grove editions as requested
TRADE MARKETING – RETAIL: MARKETING ADMINISTRATION – GROWER COMMUNICATIONS (GINGERROOT) SUBTOTAL:			\$11,000	

PROGRAM: Trade Marketing – Retail	ACTIVITIES: Marketing Administration	AGENCY: Marketing Program Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<ul style="list-style-type: none"> Staff support and attendance at key national and regional trade events Communicate California Avocado key messages that create anticipation for the California Avocado season and ongoing demand for California Avocados 	11/1/25	10/31/26	\$34,250	Travel to and/or participation in various trade and industry events
<ul style="list-style-type: none"> Support retail and foodservice programs Naturally incorporate considerations of diversity, equity and inclusion when developing programs, sourcing vendors and in appropriate communications Meeting planning etc. 	11/1/25	10/31/26	\$30,500	Shipping supplies, shipping costs, office equipment, meeting expenses, etc.
TRADE MARKETING - RETAIL: MARKETING ADMINISTRATION (MARKETING PROGRAM SUPPORT) SUBTOTAL:			\$64,750	

2025-26 MARKETING ADMINISTRATION SUBTOTAL: \$75,750
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2025-26 TOTAL TRADE MARKETING - RETAIL BUDGET: \$2,817,400



TRADE MARKETING – FOODSERVICE

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Media and Ad/Enewsletter Production	AGENCY: Foodservice Connections, LLC
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Media <ul style="list-style-type: none"> Leverage media partner geo-targeted subscription base Target western states with specific call-to-actions for menu promotion and menu ideation Promote California avocados supported by new research data Pilot test with non-traditional paid digital media platforms, e.g., LinkedIn, Meta aimed at foodservice professional audiences 	11/1/25	12/31/25	\$82,500	<ul style="list-style-type: none"> Media plan completed by 11/1/25 1 Infographic with multiple insertions/placements plus 3-5 supporting digital ads which promote/links to gated infographic 1-2 advertorials plus 3-5 digital ads surrounding advertorials 1 LinkedIn custom landing page and pixel-based audience building platform Minimum 900k reach among multi-unit operators, independents, non-commercial Businesses & Institutions and Colleges & Universities
Ad Production <ul style="list-style-type: none"> Build on the “What’s inside a California Avocado” campaign from 2024-25 with updated digital assets Emphasize the California Avocado season, advantages and differences; support local growers, locally grown and sustainably farmed. Inspire call-to-action (CTA) for promotions and menu ideation sessions 	11/1/25	6/1/26	\$22,000	<ul style="list-style-type: none"> 1 infographic by 2/28/26 1-2 advertorials by 3/15/26 5-8 digital ads to support infographic and advertorials by 3/15/26 1 LinkedIn lead capture page by 3/15/26 Optimized landing pages for mobile, speed and tracking (pixel, GA4, UTM) by 3/15/26
TRADE MARKETING - FOODSERVICE: MEDIA AND AD/NEWSLETTER PRODUCTION (FOODSERVICE CONNECTIONS, LLC) SUBTOTAL:			\$104,500	

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Public Relations	AGENCY: Foodservice Connections, LLC
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Public Relations</p> <ul style="list-style-type: none"> 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 Research chef recipe leads and request California Avocado recipes for use in foodservice program 	11/1/25	10/31/26	\$44,200	<ul style="list-style-type: none"> 4-5 pitches/month of operators showcasing California Avocados on the menu to editors on upcoming topics 20-24 placements, minimum 1MM reach and a comparable ad value of at least \$500k Recipes and release forms obtained from 3-4 operators
<p>Best of California List</p> <ul style="list-style-type: none"> Identify California chefs and the California Avocado dishes that best exemplify “California” Maintain and refine criteria list: best use of California-grown ingredients (including fresh avocados), emphasis on seasonal and sustainable Curate and maintain Best of California list 	11/1/25	5/1/26	\$3,000	<ul style="list-style-type: none"> Photoshoot day with production; 4-5 new California Avocado dishes developed, tested and added to recipe database 2-3 press releases disseminated based on CAC’s releases: i.e. crop update, promotions, etc. Best of California list complete by March 30, 2026
<p>Foodservice Webpage Enhancement</p> <ul style="list-style-type: none"> Enhance the utility of CAC’s foodservice webpage: <ul style="list-style-type: none"> Conduct content audit Develop a plan to emphasize high value resources and information Add value to paid media driving clicks through to website 	11/1/25	10/31/26	\$18,000	<ul style="list-style-type: none"> Enhancement proposal and audit submitted to CAC by 1/15/26
TRADE MARKETING - FOODSERVICE: PUBLIC RELATIONS (FOODSERVICE CONNECTIONS, LLC) SUBTOTAL:			\$65,200	

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Events	AGENCY: Foodservice Connections, LLC
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Events Sponsor and attend events; communicate benefits and advantages of California Avocados on the menu, emphasizing the California Avocados brand sustainability messaging. Educate operators of the benefits of California Avocados when creating California-style dishes, sponsor meals: in-season, local produce, supporting local growers, fresh and sustainable avocados.</p> <ul style="list-style-type: none"> • Attend one Kinetic12 Emerging Chain roundtable • Sponsor and attend two CRA regional networking mixers • Sponsor and attend NACUFS Regional Conference • Sponsor and attend National Restaurant Association (NRA) Marketing Executives Group (May) • Co-sponsor and attend NRA Brunch (May) • Attend and exhibit at IFPA Foodservice Conference (July) • Sponsor and attend Flavor Experience (August) 	11/1/25	8/31/26	\$143,500	<ul style="list-style-type: none"> • 5 event briefs completed by 11/15/25 • Engagement with 180 contacts of which 55 are new contacts from Kinetic 12 Emerging Chains, NACUFS Regional, California Restaurant Association’s Networking meet-ups, NRA’s Marketing Executive Group and Brunch, IFPA Foodservice Conference and Flavor Experience conference • 5-6 concepts sampled at Marketing Executive Group, Summit NRA Brunch, IFPA Foodservice Expo, Flavor Experience

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Events	AGENCY: Foodservice Connections, LLC
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Events (Culinary Support) <ul style="list-style-type: none"> Develop new California Avocado menu applications for sampling and attendance at conferences, focused on concepts that fit the season 	11/1/25	10/31/26	\$19,100	<ul style="list-style-type: none"> Engagement with 20-25 new contacts at Flavor Experience Conference 2-3 menu concepts for sampling at Flavor Experience
TRADE MARKETING - FOODSERVICE: EVENTS			\$162,600	
(FOODSERVICE CONNECTIONS, LLC) SUBTOTAL:				

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Chain Promotions and Ideation/Training	AGENCY: Foodservice Connections, LLC
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Commercial Chain Promotions</p> <ul style="list-style-type: none"> • Contact Tier 1 and 2 accounts and chains who are willing to pay a premium for California Avocados in the western states • Upon request, provide demonstration/ideation that brings chains ideas on how to maximize value of California avocados on the menu • 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 • Reinforce California Avocado brand essence with chain menu promotions • Coordinate prominent California Avocado brand identification at point-of-purchase and other touchpoints • Update and refresh branded merchandise inventory • Leverage alliances and encourage produce suppliers to promote California Avocados during the season with chain clients • Present “Why California Avocados” message and operator menu promotion funding • Show consumer preference for local, in season California Avocados • Update select research points among Western consumers to track attitude and behavior patterns 	11/1/25	10/31/26	\$190,000	<ul style="list-style-type: none"> • Promotions with 12-14 restaurant chains branded with “California Avocados” and/or the California Avocados brand logo at point-of-sale and/or website, newsletters/blogs, social media posts <ul style="list-style-type: none"> ○ 10 partnerships with chains based in California/Western region • 2-3 new chain partner promotions • 1-2 presentations/communications with produce suppliers currently working with our chain partners • 1-2 updated research points aimed at foodservice operators

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Chain Promotions and Ideation/Training (cont.)	AGENCY: Foodservice Connections, LLC
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Menu Development/Ideation, Training</p> <ul style="list-style-type: none"> • Create customized menu concepts for a California-based chain • Educate Culinary lead and Back-of-house (BOH) teams about California Avocados: <ul style="list-style-type: none"> ○ The California difference ○ Ripeness stages/ordering ○ Handling and storing ○ Cutting techniques ○ Speed service tips • Demonstrate complementary flavors of California Avocados with other seasonal ingredients • Discuss iconic California dishes and simple ways to “California-ize” dishes • Present RTB why California Avocados should be on the menu cycle • Share sustainability story and local, in-season benefits • Focus on menu concepts that leverage California Avocado-style 	11/1/25	10/31/26	\$48,200	<ul style="list-style-type: none"> • 5-6 onsite presentations to 1-2 commercial and 3-5 non-commercial accounts with units primarily in the Western region and who currently purchase California Avocados • 20-25 white paper menu fit concepts presented to Tier 1-2 commercial chain account currently purchasing California Avocados; and execution of 8 concepts per live presentation • 5-6 menu concepts presented during non-commercial education/training demo <ul style="list-style-type: none"> ○ Consumer-facing activations at 4-5 B&I and C&U operations (i.e. “did you know” tips, sampling, recipes, education, etc.) • 1 commercial chain ideation session completed, 8 dishes executed at event

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Chain Promotions and Ideation/Training (cont.)	AGENCY: Foodservice Connections, LLC
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Menu Development/Ideation, Training (Culinary Support) <ul style="list-style-type: none"> Create customized menu concepts for existing and new top-tier commercial operators Create concepts based on customer input (menu preferences, operational set-up, flexibility to adding new ingredients) Incorporate California Avocados and California-style into concepts 	11/1/25	10/31/26	\$31,500	<ul style="list-style-type: none"> California Avocados are an integral ingredient when building unique seasonal dishes 3-5 on-site educational sessions completed with hands-on kitchen time <ul style="list-style-type: none"> - demonstrate range of usage from under-ripe to over-ripe
TRADE MARKETING - FOODSERVICE: CHAIN PROMOTIONS & IDEATION (FOODSERVICE CONNECTIONS, LLC) SUBTOTAL:			\$269,700	

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Culinary Education	AGENCY: Foodservice Connections, LLC
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Culinary Education <ul style="list-style-type: none"> Monitor Foodservice Culinary Education exams submitted by American Culinary Federation members and disseminate Certificate of Completion Manage culinary American Culinary Federation accreditation status 	11/1/25	10/31/26	\$2,000	<ul style="list-style-type: none"> 60 certificates issued from reviewed exams Certification status renewed by June 2026
TRADE MARKETING - FOODSERVICE:				
CULINARY EDUCATION				
(FOODSERVICE CONNECTIONS, LLC) SUBTOTAL:			\$2,000	

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Program Administration	AGENCY: Foodservice Connections, LLC
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Program Administration <ul style="list-style-type: none"> • Manage, supervise and evaluate Foodservice Marketing Program • Contribute outline and information for From the Grove and GreenSheet articles including Marketing Digests • Attend CAC meetings in-person and Board meetings via zoom • Attend in-person handler meeting, prepare presentation • Contribute updates on Foodservice programs via Dashboard and PowerPoint presentations • Naturally incorporate considerations of diversity, equity and inclusion when developing programs, sourcing vendors and in appropriate communications <ul style="list-style-type: none"> ○ Report on foodservice activities • Attend in-person strategy meeting(s) • Participate in online meetings and planning for Fiscal Year 2026-27 	11/1/25	10/31/26	\$46,000	<ul style="list-style-type: none"> • Development and implementation of the 2025-26 CAC Foodservice Marketing Program, including all Dashboard updates, a minimum of 4 GreenSheet contributions and From the Grove articles as requested • Program updates for Board meetings, as requested • Attendance at 7-8 Handler meetings, 4-5 online Board meetings and 1-2 onsite planning meetings • Tactical plans and budgets for 2026-27 program year
TRADE MARKETING - FOODSERVICE: PROGRAM ADMINISTRATION (FOODSERVICE CONNECTIONS, LLC) SUBTOTAL:			\$46,000	

2025-26 TOTAL TRADE MARKETING - FOODSERVICE BUDGET: \$650,000
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MARKETING ACTIVITIES SUPPORT

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Marketing Activities Support	ACTIVITIES: Buy California Marketing Agreement	AGENCY: CAC
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<ul style="list-style-type: none"> • Participate in the Buy California Marketing Agreement program • Support BCMA in CAC’s marketing outreach as appropriate 	11/1/25	10/31/26	\$25,000	<ul style="list-style-type: none"> • Participation in BCMA Board meetings and strategic planning • Timely response and asset contributions as requested
MARKETING ACTIVITIES SUPPORT: BUY CALIFORNIA MARKETING AGREEMENT (MARKETING PROGRAM SUPPORT) SUBTOTAL:			\$25,000	

PROGRAM: Marketing Activities Support	ACTIVITIES: Export Program	AGENCY: CAC
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Export Program <ul style="list-style-type: none"> • Working with in-market representation company, identify targeted retailer(s) and distributor(s) in export market(s) • Working with handlers, create high-value marketing programs for the California Avocado crop exported to South Korea and China 	11/1/25	9/30/26	\$45,000	<ul style="list-style-type: none"> • Export promotions and marketing opportunities featuring California Avocados with prominent California branding at targeted retailers and distributors to begin by 4/1/26 • Point-of-sale support for targeted retail accounts in specified export markets for promotions (as needed) • California Avocados funded for use in activities to support export programs
MARKETING ACTIVITIES SUPPORT: EXPORT PROGRAM (MERCHANDISING PROGRAM SUPPORT) SUBTOTAL:			\$45,000	

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Marketing Activities Support	ACTIVITIES: CAC Personnel	AGENCY: CAC		
ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Personnel <ul style="list-style-type: none"> • Strategic planning, development and execution of CAC trade and consumer marketing efforts • Management and oversight of CAC marketing partner activities 	11/1/25	10/31/26	\$825,000	<ul style="list-style-type: none"> • Internal CAC marketing staff personnel costs
MARKETING ACTIVITIES SUPPORT: CAC PERSONNEL (MARKETING PROGRAM SUPPORT) SUBTOTAL:			\$825,000	

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Marketing Program Support	ACTIVITIES: Trade Public Relations and Stakeholder Communications and Marketing Support	AGENCY: CAC/Rockwell Morrow/Curious Plot
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Trade Public Relations</p> <ul style="list-style-type: none"> • Rockwell Morrow <ul style="list-style-type: none"> ○ Develop fiscal year trade PR plan in conjunction with CAC and Curious Plot ○ Ghostwrite trade press releases • Curious Plot <ul style="list-style-type: none"> ○ Maintain trade PR contact list ○ Manage trade PR tracking and reporting • CAC <ul style="list-style-type: none"> ○ Manage trade press release finalization, approvals, distribution and follow up ○ Lead responses to trade PR inquiries • Engage with trade media at the Global Produce and Floral Show and opportunistic moments 	11/1/25	10/31/26	\$40,000	<ul style="list-style-type: none"> • (RM) Fiscal year creative brief by 1/9/26 • (RM) Up to 7 draft trade or Commission press releases or announcements • (CP) Ongoing updates to contact list made on CAC’s Dropbox • (CP) Monthly Cision reports, CAC Board Dashboard reports, as requested • (CAC) Timely response to media requests, ongoing coordination with CAC leadership, draft responses and manage information and asset flow • (CAC) Inclusion in at least 100 positive articles in key trade publications • (CAC) Post-event reporting within 2 weeks of activity • Note: opportunistic trade public relations expenses covered in Trade Marketing – Retail budget
<p>Stakeholder Communications</p> <ul style="list-style-type: none"> • Manage marketing contributions to the GreenSheet and From the Grove, including staff/agency liaison, reviews and editing • Assess Marketing Stakeholder Communications performance metrics and develop a “right sized” strategy for 2026-27 based on results <ul style="list-style-type: none"> • Train successor for leadership next fiscal year 				<ul style="list-style-type: none"> • GreenSheet 2026 starter editorial calendar by 12/12/25 and updates as needed • Content acquired for at least 1 article in every GreenSheet edition and 4 From the Grove editions • GreenSheet and From the Grove Dropbox project trackers updated on an on-going basis • Metrics report and recommended strategy by 6/30/26

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

Marketing Support Provide Marketing support as requested				<ul style="list-style-type: none"> Timely response to CAC requests, up to overall maximum time allocation
MARKETING PROGRAM SUPPORT: TRADE PR, STAKEHOLDER COMMUNICATIONS AND MARKETING SUPPORT (ROCKWELL MORROW) SUBTOTAL:			\$40,000	

2025-26 TOTAL MARKETING ACTIVITIES SUPPORT BUDGET: \$935,000

2025-26 TOTAL MARKETING BUDGET: \$9,000,000



INDUSTRY AFFAIRS

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

OBJECTIVES:

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

STRATEGIES:

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

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Industry Statistics and Information	AGENCY: Mohammadpour and LandIQ
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
<p>AMRIC Operation - The Avocado Marketing Research and Information Center system provides the California Avocado industry with daily inventory and shipment information to guide harvest/market strategies. AMRIC procedures require all avocado handlers operating in California to report their avocado inventory, by variety and size and shipments by major-market destination, variety and size</p>	\$20,000	<ul style="list-style-type: none"> ● Collect bin counts daily through automated online system ● Provide industry members and AMRIC participants current and historical statistical information in a usable format within the boundaries of the program <ul style="list-style-type: none"> ○ Review data requests from industry and implement enhancements ○ Track daily data reporting by handlers on an ongoing basis ○ Conduct periodic audits of AMRIC handler data, as needed ● Ensure secure and reliable data storage and monitoring <ul style="list-style-type: none"> ○ Maintenance of AMRIC website and data tools ○ Keep current with supported technology and platforms
<p>Crop Forecasting and Analysis - The Avocado Crop-Estimating system projects the annual production of California Avocados. Crop statistics are compiled by growing region, county and state throughout the year. This valuable information guides CAC marketing programs, as well as allows each grower to develop his/her own harvest strategies with the big picture in mind</p>	\$89,000	<ul style="list-style-type: none"> ● Develop pre-season crop estimate prior to 12/31/25 ● Conduct crop surveys among AMRIC handlers that engage with industry (winter 2025, spring and fall 2026) and stay apprised of any crop updates throughout the season ● Conduct acreage inventory and spatial analysis and update 2026 ● California Avocado acreage no later than August 2026 ● Conduct an early-season grower and handler crop survey no later than February 2026 ● Conduct a mid-season grower and handler crop survey no later than May 2026 ● Perform “ground-truthing” and verify accuracy of current crop/acreage information

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Industry Statistics and Information (cont.)	AGENCY: Mohammadpour and LandIQ
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
<p>Grower Database - Maintenance of the California Avocado Production Tracking Acreage Inventory Network grower database. Continually maintain and update current database to ensure integrity and confidentiality of grower information. Grower database is used for various mailings, such as election ballots, referenda, redistricting, crop estimating surveys, annual reports and meeting notices</p>	\$1,500	<ul style="list-style-type: none"> Complete annual update of database based on handlers' grower/grove information received from handlers no later than 9/30/26 Perform database processing of 2026-27 grower exemption status using 2023, 2024 and 2025 production data no later than 9/30/26 Update database on an as-needed basis, based on information received via returned mail, grower sign-ups, etc.
<p>Grove Database System - Using existing CAC grower and Geographic Information System 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>	\$12,500	<ul style="list-style-type: none"> Maintain web-based grove database platform Perform updates and improvements to online GIS database including but not limited to an annual update using geodatabase integration from acreage inventory by October 2026 Purchase data on parcel ownership based on Assessor's Parcel Number, when necessary
<p>INDUSTRY AFFAIRS: INDUSTRY STATISTICS AND INFORMATION SUBTOTAL:</p>	\$123,000	

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Grower Communications	AGENCY: GingerRoot; Fishhook Development; Champ Publications and Rockwell Morrow
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Online Information - Expands the reach of effective industry communications through CAC’s grower site, CaliforniaAvocadoGrowers.com	\$32,000	<ul style="list-style-type: none"> • Provide timely updates to CAC’s grower site with continual enhancement, maintenance and content development
Publications - Development of practical and relevant information for growers and industry and presentation in a format that is easily accessed and assimilated	\$111,000*	Publications may include, but are not limited to: <ul style="list-style-type: none"> • CAC GreenSheet (semi-monthly) • Food Safety Manuals, including Spanish translation • CAC From the Grove magazine (quarterly) <ul style="list-style-type: none"> ○ Advertising revenue expected to offset budget line item by \$60,000
Annual Meetings - CAC conducts annual meetings that generate industry awareness of CAC programs	\$15,000	Conduct annual meeting no later than 4/30/26
Annual Report - Preparation of an annual report that generates industry awareness of CAC programs and fulfills CAC’s statutory obligation to report to the legislature	\$17,000	Produce and make available the annual report, no later than 6/30/26
INDUSTRY AFFAIRS: GROWER COMMUNICATIONS SUBTOTAL:	\$175,000	

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

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Issues Management (cont.)	AGENCY: Law Offices of Edward M. Ruckert; McDermott Will & Emery LLP and Spann Ag Research & Consulting, LLC; and Kahn, Soares & Conway, LLP
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Legislative and Regulatory Advocacy - CAC stays abreast of regulatory, legislative and trade issues that affect the industry; develops position papers and advocates for stakeholders	\$425,000	Potential actions in this category may involve: <ul style="list-style-type: none"> • California agricultural laws • Adjacency Issue • Food Safety Modernization Act and other food safety related regulation • Animal and Plant Health Inspection Service Agricultural Research Service funding for Invasive Species • Immigration Reform • Conservation/water efficiency programs • Free Trade Agreements – both new and modification of existing • Foreign Market Development activities (United States Department of Agriculture-Foreign Agricultural Service) Emerging Markets Program activities (USDA-FAS)
Production Registrations - Exploration of potential product registrations for use on avocados in California and research support where needed	\$5,000	Potential registrations/products may include: <ul style="list-style-type: none"> • Special Local Needs registrations, as needed
Sustainability Project - Identification of marketplace priority sustainable avocado production practices for California growers that align with customer requests for information	\$50,000	CAC management will work with independent contractors, as directed, to: <ul style="list-style-type: none"> • Develop external-facing communications that promote and differentiate California Avocados based on the California Avocado Sustainability Program • Outreach to California Avocado customers that informs and educates about the California Avocado Sustainability Program • Communicate with growers on additional sustainability practices
INDUSTRY AFFAIRS: ISSUES MANAGEMENT SUBTOTAL:	\$800,000	

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Legal	AGENCY: Creative Legal Solutions; Kahn, Soares & Conway, LLP
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Elections - Routine election activities, per CAC law	\$10,000	<ul style="list-style-type: none"> • Conduct annual election with ballots returned no later than 10/31/26 • Fill mid-term vacancies as needed
Legal Support - Legal support for all CAC departments	\$150,000	Retain legal-support services to assist with contracts, trademarks, registrations and other transactional matters
Governance Support - This program continues to refine the long-term strategic plan that will guide CAC's activities	\$10,000	<ul style="list-style-type: none"> • Conduct Board/Executive Committee training, as needed • Provide strategic planning support and resources • Refine strategic plan, as needed • Complete exemption determination status analysis and mail producer exemption status letters to all growers no later than 10/31/26 • Present draft business plan to the Board, no later than October 2026 • Use administrative support via outside contractors as needed to fulfill governance requirements
Referendum - By law, CAC is required to hold a producer referendum, every five years, to determine whether to reapprove the provisions of the Food and Agricultural Code governing its operation	\$10,000	Complete referendum process no later than October 31, 2026: <ul style="list-style-type: none"> • Update grower list • Notify growers of referendum via various grower media outlets • Work with CDFA to prepare/mail ballots • Votes counted/results certified by CDFA • Announce results via grower media outlets
Redistricting - Every five years, CAC must determine the need for reapportionment of districts consistent with Food and Agricultural Code Sections 67041 through 67044. The goal of reapportionment is to ensure that each of the five districts contains a relatively equal proportion of the statewide avocado production	\$5,000	<ul style="list-style-type: none"> • Determine whether redistricting is necessary • If necessary, work with Committee to establish new district boundaries <ul style="list-style-type: none"> ○ Board approval of new districts must be completed no later than March 31, 2026
INDUSTRY AFFAIRS: LEGAL SUBTOTAL:	\$185,000	

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Demonstration Grove	AGENCY: Cal Poly Pomona and Somis Pacific Agricultural Management
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Pine Tree - Rent	\$0	Monthly lease per lease agreement – Covered under Operations/Leased Assets
Pine Tree - Grove Management	\$62,000	Annual grove management services based on 11 acres of planted avocado acreage, including routine annual tree maintenance
Pine Tree - Utilities	\$5,400	Split with Cal Poly Foundation based on percentage of leased acreage
Pine Tree - Property Tax and Insurance	\$2,520	Split with Cal Poly Foundation based on percentage of leased acreage
Pine Tree - Improvements and Misc. Expenses	\$5,000	<ul style="list-style-type: none"> • Improvements may include the following: <ul style="list-style-type: none"> ○ Educational demonstration projects as needed ○ Replants of trees in poor health ○ New plantings on available blocks • Miscellaneous expenses, which may include weather station annual fees
Pine Tree - Crop Harvesting	\$6,250	Farm labor cost to harvest 2025-26 crop at Pine Tree Ranch
Pine Tree - CAC Assessment	\$250	CAC Assessment of \$0.01 per pound due on the sale of PTR fruit
Pine Tree - Hass Avocado Board Assessment	\$625	HAB Assessment of \$0.25 per pound due on the sale of PTR fruit
INDUSTRY AFFAIRS: DEMONSTRATION GROVE SUBTOTAL:	\$82,075*	

***Note: Portion of expenditures potentially offset by estimated harvest revenue of \$31,250**

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Education and Outreach	AGENCY: CAC
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Field Meetings, Seminars and Workshops - Events purposed to educate and update growers and industry stakeholders on pertinent industry issues	\$15,000	Conduct events that may include, but are not limited to: <ul style="list-style-type: none"> • Food Safety Workshops, including Spanish translation • Hot Topic Seminars (pest/labor/etc.), Spanish translation as needed
Pine Tree Ranch Field Days - Field days held at CAC’s demonstration grove with the intent of providing a hands-on learning environment for the purpose of continued grower education and outreach	\$2,000	Hold at least 3 Grower Outreach and Education Field Days at Pine Tree Ranch, to be held winter, summer and fall 2026
Grower Outreach - 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"> • Coordinate and facilitate small grower forums • Provide CAC premiums in appreciation of industry participation in various Commission programs
INDUSTRY AFFAIRS: EDUCATION AND OUTREACH SUBTOTAL:	\$20,000	

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Other/Administrative	AGENCY: CAC
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Dues, Sponsorships, Registrations and Reports - Formation and participation in coalitions with other commodity boards and agricultural organizations to broaden support for industry-wide initiatives	\$42,000	<ul style="list-style-type: none"> Coalition dues and sponsorships may include, but are not limited to: Agriculture Coalition for Immigration Reform, Alliance for Food & Farming, California Avocado Society, Minor Crop Farmer’s Alliance, President’s Council, Specialty Crop Farm Bill Alliance, United States Agricultural Export Development Council and Western Growers Event registrations may include, but are not limited to: IFPA Global Produce & Floral Show, IFPA Washington Conference and Urban Water Institute
Grant Writing - Pursuit of outside-funding opportunities for industry initiatives	\$2,500	Potential funding opportunities may include: <ul style="list-style-type: none"> GAP/Food safety Water quality and efficiency Phytosanitary/pest management Sustainability/energy efficiency
Travel - Travel required by CAC staff to advocate on issues of importance to the industry, stay informed on industry issues and participate in industry events	\$25,000	Industry Affairs staff travel may include, but is not limited to: <ul style="list-style-type: none"> Meetings with policy/decision makers Grower seminars District meetings Local and international industry meetings/conferences
Office Expense - Expenses incurred by CAC non-marketing staff, in conducting day-to-day business activities	\$7,500	Examples of office expenses include, but are not limited to: <ul style="list-style-type: none"> Office furniture/computers/software/electronics Paper/binders/supplies Subscriptions to business publications and resources
Committee Meeting Expense - Expenses incurred for travel, lodging and meals for committee meetings	\$5,000	Examples of committee meetings include, but are not limited to: <ul style="list-style-type: none"> Production Research Committee Executive Committee Governance Committee

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Other/Administrative (cont.)	AGENCY: CAC
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Anti-Theft Program – Expenses related to CAC’s anti-theft reward program	\$15,000	<ul style="list-style-type: none"> Anti-theft signs Anti-theft reward program claims
INDUSTRY AFFAIRS: OTHER/ADMINISTRATIVE SUBTOTAL:	\$97,000	

2025-26 TOTAL INDUSTRY AFFAIRS BUDGET: \$1,492,075



PRODUCTION RESEARCH

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

OBJECTIVES:

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

STRATEGIES:

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

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Production Research	ACTIVITIES: Research	AGENCY: UC Riverside; UC Santa Barbara; UC Cooperative Extension
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PROGRAMS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	ACTION STEPS & DELIVERABLES
EXISTING RESEARCH PROJECTS				
Pest and Disease				
Surveys for avocado fruit feeding pests in Guatemala	4/1/25	10/31/27	\$510,202 (FY 2025-26 \$243,700)	<ul style="list-style-type: none"> • A comprehensive list of avocado fruit feeding insect pests present in Guatemala. • It is possible that these surveys may identify new previously unknown fruit pests in Guatemala. • It is likely that fruit rearing will confirm the presence of known fruit pests in previously un-surveyed areas of Guatemala.
Chemical Synthesis and Field Evaluation of an Enantiopure (+)-Grandisol, the Putative Avocado Seed Weevil (<i>Heilipus lauri</i>) Aggregation Pheromone	4/1/25	10/31/27	\$349,212 (FY 2025-26 \$85,740)	<ul style="list-style-type: none"> • Synthesize >1 gram of (+)-grandisol starting from racemic (±)-grandisol. We will develop a kinetic resolution method using the Corey-Bakshi-Shibata reagent to separate the inactive (–)-enantiomer. This is a low-risk approach to quickly generate enough of the active pheromone for initial field studies. • Advance a short synthesis route to (+)-grandisol starting from readily accessible reagents isoprenol and acryloyl chloride. Two approaches are envisioned: one incorporates the method established in Project Objective I, while the other explores a novel chemical reaction to construct the pheromone’s four-membered • ring as a single enantiomer. The latter approach offers a 100% increase in yield, as it avoids the 50% yield loss from the kinetic resolution method, which requires removal of the inactive (–)-pheromone that accounts for half the material. Both methods are designed to be scalable for manufacturing. • Conduct field studies in México to evaluate the efficacy of enantiopure (+)-grandisol in trapping <i>Heilipus</i> weevils, as previous field testing showed racemic (±)-grandisol to be ineffective.

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Production Research	ACTIVITIES: Research (cont.)	AGENCY: UC Riverside; UC Santa Barbara; UC Cooperative Extension
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PROGRAMS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	ACTION STEPS & DELIVERABLES
A pesticide resistance monitoring program for avocado thrips	7/1/25	10/31/29	\$33,460 (FY 2025-26 \$12,149)	<ul style="list-style-type: none"> Develop field and laboratory protocols for field collecting thrips and conducting lab bioassays Measure baseline pesticide resistance in avocado thrips Communicate results and strategies to reduce resistance to avocado industry stakeholders.
Cultural Practices				
Does artificial pollination improve yield of Hass and GEM avocado?	12/1/24	6/30/27	\$172,825 (FY 2025-26 \$62,116)	<ul style="list-style-type: none"> Evaluate the effectiveness of three artificial pollination systems in improving fruit set, increasing productivity and fruit quality. Measure the costs associated with using technologies.
Addressing the relationship between soil characteristics and soil salinity in California avocado orchards	7/1/25	10/31/27	\$53,097 (FY 2025-26 \$5,507)	<ul style="list-style-type: none"> Modify and run the HYDRUS (2D/3D) model to incorporate all necessary forcings for soil salinization risk mapping, including historical water quality data and climate change predictions Incorporate grower input in the form of a survey sent out via the GreenSheet to collect current and historical irrigation water data and assess growers' understanding of the chemistry and quality of their irrigation water Identify how soil physical and chemical properties and soil salinity changes along a hillslope gradient across different parent materials in Hass avocados on Toro Canyon rootstock Identify how avocado tree thermal stress changes along a hillslope gradient and across two different soil parent materials, using thermal infrared (TIR) imaging from drone flights Quantify how soil microbial respiration and community composition changes across hillslopes in contrasting parent materials

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Production Research	ACTIVITIES: Research (cont.)	AGENCY: UC Riverside; UC Santa Barbara; UC Cooperative Extension
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PROGRAMS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	ACTION STEPS & DELIVERABLES
Industry Research Support				
Foundation for Food and Agriculture Research (FFAR) Fellow Sponsor - Jesse Landesman	8/1/24	8/1/27	\$97,500 (FY 2025-26 \$32,500)	<ul style="list-style-type: none"> The proposed work aims to address soil salinization, an issue that is increasingly faced by orchard crops across the western United States. 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.
EXISTING RESEARCH PROJECTS FY 2025-26 SUBTOTAL:			\$441,712	
NEW RESEARCH PROJECTS				
Pest and Disease				
Integrating Chemical and Cultural Practices for Bot Canker Control in Avocado	11/1/25	10/31/27	\$157,119 (FY 2025-26 \$77,149)	<ul style="list-style-type: none"> Evaluate the efficacy of various fungicides against Botryosphaeria species through in vitro and field trials, assessing both curative and preventative applications, and determine optimal application timing and frequency. Investigate the impact of different irrigation levels on branch canker development in avocado trees, both in greenhouse and field settings. Determine the salinity tolerance of Botryosphaeria species in vitro and to determine how salinity stress influences disease development and avocado tree health under controlled greenhouse conditions. Integrate research findings into a practical IDM guide for avocado growers, disseminated through extension activities.

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Production Research	ACTIVITIES: Research (cont.)	AGENCY: UC Riverside; UC Cooperative Extension
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PROGRAMS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	ACTION STEPS & DELIVERABLES
Pest and Disease				
Impact of Natural Vegetation on Insect Pollinators in Agroecosystems	11/1/25	10/31/27	\$9,362 (FY 2025-26 \$6,071)	<ul style="list-style-type: none"> Identify the species of pollinator insects that are responsible for pollination in avocado crops Evaluate how different features of orchards, both at local and landscape scales, influence pollinator diversity and abundance Provide clear, applicable recommendations to help growers establish natural vegetation on orchard margins to enhance pollinator visitation and diversity, ultimately supporting avocado yields
Improve Phytophthora cinnamomi management by monitoring field populations for changes in fungicide sensitivity and conducting efficacy field trials	11/1/25	10/31/28	\$324,901 (FY 2025-26 \$101,266)	<ul style="list-style-type: none"> Baseline sensitivity data for Phytophthora cinnamoni (Pc) populations to currently available fungicides Documentation of the changes in Pc population sensitivities to existing fungicides Experimental data collection to determine how many repeated applications of a given fungicide are necessary to begin developing resistance Screen new and upcoming fungicides for efficacy against known Pc strains
Breeding				
Continued Research at the San Luis Obispo Rootstock Trial Site (2025-2027)	11/1/25	10/31/27	\$58,065 (FY 2025-26 \$29,232)	<ul style="list-style-type: none"> Continue to collect and analyze tree growth, health, and yield data for the multi-site rootstock study Continue to maintain the orchard plot to provide a well-maintained northern growing region study site for CAC-funded pest surveys and/or potential biocontrol releases

2025-26 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Production Research	ACTIVITIES: Research (cont.)	AGENCY: UC Riverside; UC Cooperative Extension
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PROGRAMS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	ACTION STEPS & DELIVERABLES
Cultural Practices				
Creating a Weather Station Network to Guide Irrigation Decision of Avocados	11/1/25	10/31/27	\$92,746 (FY 2025-26 \$88,375)	<ul style="list-style-type: none"> Free access to four weather stations' data. Improved irrigation recommendations of the irrigation app addressing weather conditions in different micro-climates. That will most likely lead to increased adoption of the irrigation app among avocado growers. Improved understanding of how different grass area sizes affect the accuracy of reference evapotranspiration (ET_o) data, and therefore its impact on irrigation recommendations.
Assessing irrigation management tools and strategies on avocado fruit quality and yield impacts	11/1/25	10/31/28	\$219,110 (FY 2025-26 \$116,325)	<ul style="list-style-type: none"> Evaluation of ET-based irrigation scheduling using the developed Kc values on avocado fruit quality and yield impacts. Evaluation of irrigation management using OpenET satellite data on avocado fruit quality and yield impacts. The effectiveness of soil moisture sensing and Implexx Sap Flow sensor on improving avocado irrigation management. Evaluation of various irrigation regimes on avocado fruit quality and yield impacts. Assessing the impact of irrigation tools on water use efficiency and water conservation. Assessing leaching requirements of avocado orchards over season/s.
NEW RESEARCH PROJECTS FY 2025-26SUBTOTAL:			\$418,418	

2025-26 TOTAL PRODUCTION RESEARCH BUDGET: \$860,130
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2025-26 BUDGET

CALIFORNIA AVOCADO COMMISSION
 2025-26 PROJECTION & BUDGET
 WITH COMPARISON TO 2024-25 BUDGET

ACCT CODE	REVENUES:	2025-26		2024-25		ORIGINAL vs. AMEND #2		COMMENT
		BUDGET	%	AMEND #2	%	INCREASE (DECREASE)	PERCENT CHANGE	
40001	CAC Assessment Revenue	\$3,168,750	31.1%	\$1,950,000	18.8%	\$1,218,750	62.50%	
40011	HAB 85% Rebate Assessment Revenue	\$6,422,813	63.0%	\$7,905,000	76.2%	(\$1,482,188)	-18.75%	
	Subtotal Assessment Revenues	\$9,591,563	94.1%	\$9,855,000	95.0%	(\$263,438)	-2.67%	
42001	Administration & Accounting Fee Revenue (AIP)	\$72,000	0.7%	\$61,000	0.6%	\$11,000	18.03%	
46010	Grant Funding	\$200,000	2.0%	\$250,000	2.4%	(\$50,000)	-20.00%	
48001	Interest Income	\$240,000	2.4%	\$6,000	0.1%	\$234,000	3900.00%	
48009	From the Grove Income	\$60,000	0.6%	\$60,000	0.6%	\$0	0.00%	
48003	Other Income	\$31,250	0.3%	\$140,000	1.3%	(\$108,750)	-77.68%	
	Subtotal Other Revenues	\$603,250	5.9%	\$517,000	5.0%	\$86,250	16.68%	
	Total Revenues	\$10,194,813	100.0%	\$10,372,000	100.0%	(\$177,188)	-1.71%	
ACCT CODE	EXPENDITURES: Marketing Programs	2025-26		2024-25		ORIGINAL vs. AMEND #2		COMMENT
		BUDGET	%	AMEND #2	%	INCREASE (DECREASE)	PERCENT CHANGE	
51000, 54000 & 55000	Consumer Marketing	\$4,597,600	33.9%	\$5,772,600	37.3%	(\$1,175,000)	-20.35%	
54000	Consumer Public Relations	\$0	0.0%	\$0	0.0%	\$0	100.00%	Included under Consumer Marketing
54000	Consumer/Trade Living Well	\$0	0.0%	\$0	0.0%	\$0	0.00%	Included under Consumer Marketing
52000	Trade Marketing - Retail	\$2,817,400	20.8%	\$3,615,900	23.4%	(\$798,500)	-22.08%	
53000	Trade Marketing - Foodservice	\$650,000	4.8%	\$725,000	4.7%	(\$75,000)	-10.34%	
59000	Marketing Activities Support & Personnel	\$935,000	6.9%	\$971,500	6.3%	(\$36,500)	-3.76%	
	Subtotal Marketing Programs	\$9,000,000	66.3%	\$11,085,000	71.7%	(\$2,085,000)	-18.81%	
	EXPENDITURES: Non-Marketing Programs							
64000 & 65000	Industry Affairs & Production Research	\$2,342,205	17.3%	\$1,972,217	12.8%	\$369,988	18.76%	
66000	Grant Programs	\$200,000	1.5%	\$250,000	1.6%	(\$50,000)	-20.00%	
70000	Operations	\$2,027,829	14.9%	\$2,150,328	13.9%	(\$122,499)	-5.70%	
	Subtotal Non-Marketing Programs	\$4,570,034	33.7%	\$4,372,545	28.3%	\$197,489	4.52%	
	Total Expenditures	\$13,570,034	100.0%	\$15,457,545	100.0%	(\$1,887,511)	-12.21%	
	Excess Of Revenues Over (Under) Expenditures	(\$3,375,221)	-33.1%	(\$5,085,545)	-49.0%	\$1,710,323	-33.63%	
	Beginning Reserves - Nov. 1	\$10,438,755		\$16,089,300		(\$5,650,545)	-35.12%	
	<i>Estimated 2024-25 Revenue Shortfall based on Volume</i>			<i>(\$1,765,000)</i>				
	<i>Estimated 2024-25 Unspent Funds Returned to Reserves</i>			<i>\$1,200,000</i>				
	Estimated Ending Reserves - Oct. 31	\$7,063,534		\$10,438,755		(\$3,375,221)	-32.33%	

CALIFORNIA AVOCADO COMMISSION
 2025-26 PROJECTION & BUDGET
 WITH COMPARISON TO 2024-25 BUDGET

Department: Marketing

ACCT CODE	DEPT/ACTIVITY	2025-26		2024-25		ORIGINAL vs. AMEND #2		COMMENT
		BUDGET	%	AMEND #2	%	INCREASE (DECREASE)	PERCENT CHANGE	
Consumer Marketing:								
51001 & 51002	Media - Development & Buying	\$2,183,000	24.3%	\$2,916,600	26.3%	(\$733,600)	-25.15%	
51004	Consumer Marketing - Retail	\$835,000	9.3%	\$1,235,900	11.1%	(\$400,900)	-32.44%	
54001	Consumer Public Relations	\$546,000	6.1%	\$458,000	4.1%	\$88,000	19.21%	
55101 & 55103	Online Marketing	\$708,600	7.9%	\$786,600	7.1%	(\$78,000)	-9.92%	
51801	Program Administration & Marketing Research	\$325,000	3.6%	\$375,500	3.4%	(\$50,500)	-13.45%	
	Consumer Marketing Subtotal	\$4,597,600	51.1%	\$5,772,600	52.1%	(\$1,175,000)	-20.35%	
Trade - Retail:								
520XX	Trade Relations	\$934,500	10.4%	\$915,250	8.3%	\$19,250	2.10%	
521XX & 523XX	Retail Promotions	\$1,529,950	17.0%	\$2,362,450	21.3%	(\$832,500)	-35.24%	
522XX	Data, Research & Analysis	\$277,200	3.1%	\$272,200	2.5%	\$5,000	1.84%	
52140 & 524XX	Administration & Other	\$75,750	0.8%	\$66,000	0.6%	\$9,750	14.77%	
	Trade - Retail Subtotal	\$2,817,400	31.3%	\$3,615,900	32.6%	(\$798,500)	-22.08%	
Trade - Foodservice:								
53001 & 53002	Media & Production	\$104,500	1.2%	\$87,400	0.8%	\$17,100	0.00%	
53101	Public Relations	\$65,200	0.7%	\$102,300	0.9%	(\$37,100)	-36.27%	
53103	Foodservice Events	\$162,600	1.8%	\$213,800	1.9%	(\$51,200)	-23.95%	
53104	Chain Promotions	\$269,700	3.0%	\$275,000	2.5%	(\$5,300)	-1.93%	
53105	Culinary Education	\$2,000	0.0%	\$2,000	0.0%	\$0	0.00%	
53801 & 53802	Program Administration	\$46,000	0.5%	\$44,500	0.4%	\$1,500	3.37%	
	Trade - Foodservice Subtotal	\$650,000	7.2%	\$725,000	6.5%	(\$75,000)	-10.34%	
Marketing Activities Support:								
51803 & 52134	Marketing Planning & Export Program	\$85,000	0.9%	\$111,500	1.0%	(\$26,500)	-23.77%	
51003	Buy California Marketing Agreement	\$25,000	0.3%	\$25,000	0.2%	\$0	0.00%	
51805	Marketing Personnel Expense	\$825,000	9.2%	\$835,000	7.5%	(\$10,000)	0.00%	
	Marketing Activities Support Subtotal	\$935,000	10.4%	\$971,500	8.8%	(\$36,500)	-3.76%	
	Total Marketing	\$9,000,000	100.0%	\$11,085,000	100.0%	(\$2,085,000)	-18.81%	

**CALIFORNIA AVOCADO COMMISSION
2025-26 PROJECTION & BUDGET
WITH COMPARISON TO 2024-25 BUDGET**

Department: Industry Affairs & Production Research

ACCT CODE	DEPT/ ACTIVITY	2025-26		2024-25		ORIGINAL vs. AMEND #2		COMMENT
		BUDGET	%	AMEND #2	%	INCREASE (DECREASE)	PERCENT CHANGE	
<u>Industry Statistics And Information:</u>								
64001	AMRIC Operation	\$20,000	1.3%	\$19,300	1.3%	\$700	3.63%	
64002	Crop Forecasting and Analysis	\$89,000	6.0%	\$83,750	5.6%	\$5,250	6.27%	
64003	Grower Database	\$1,500	0.1%	\$1,500	0.1%	\$0	0.00%	
64004	Grove Identification GIS Project Development	\$12,500	0.8%	\$11,500	0.8%	\$1,000	8.70%	
	Industry Statistics And Information Subtotal	\$123,000	8.3%	\$116,050	7.7%	\$6,950	5.99%	
<u>Grower Communications:</u>								
64105	Online Information	\$32,000	2.2%	\$31,000	2.1%	\$1,000	3.23%	
64106	Publications	\$111,000	7.5%	\$108,500	7.2%	\$2,500	2.30%	
64107	Annual Meeting	\$15,000	1.0%	\$15,000	1.0%	\$0	0.00%	
64108	Annual Report	\$17,000	1.1%	\$17,000	1.1%	\$0	0.00%	
	Grower Communications Subtotal	\$175,000	11.8%	\$171,500	11.4%	\$3,500	2.04%	
<u>Issues Management:</u>								
64201	Water Issues	\$100,000	6.7%	\$100,000	6.7%	\$0	0.00%	
64202	Field/Technical Support	\$100,000	6.7%	\$100,000	6.7%	\$0	0.00%	
64204	Research Program Coordination & Outreach	\$120,000	8.1%	\$120,000	8.0%	\$0	0.00%	
64206	Legislative & Regulatory Advocacy	\$425,000	28.7%	\$400,000	26.7%	\$25,000	6.25%	
64208	Product Registrations	\$5,000	0.3%	\$5,000	0.3%	\$0	0.00%	
64211	Sustainability Project	\$50,000	3.4%	\$50,000	3.3%	\$0	0.00%	
	Issues Management Subtotal	\$800,000	54.0%	\$775,000	51.6%	\$25,000	3.23%	
<u>Legal/Governance:</u>								
64301	Elections	\$10,000	0.7%	\$10,000	0.7%	\$0	0.00%	
64302	Legal Support	\$150,000	10.1%	\$150,000	10.0%	\$0	0.00%	
64303	Governance Support	\$10,000	0.7%	\$10,000	0.7%	\$0	0.00%	
64304	Referendum	\$10,000	0.7%	\$0	0.0%	\$10,000	100.00%	
64305	Redistricting	\$5,000	0.3%	\$0	0.0%	\$5,000	100.00%	
	Legal/Governance Subtotal	\$185,000	12.5%	\$170,000	11.3%	\$15,000	8.82%	
<u>Demonstration Grove:</u>								
64401	Pine Tree - Rent	\$0	0.0%	\$24,900	1.7%	(\$24,900)	-100.00%	
64402	Pine Tree - Grove Management	\$62,000	4.2%	\$52,000	3.5%	\$10,000	19.23%	
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%	\$2,550	0.2%	\$0	0.00%	
64405	Pine Tree - Improvements & Misc Expenses	\$5,000	0.3%	\$5,000	0.3%	\$0	0.00%	
64406 - 64409	Pine Tree - Harvesting, Hauling, CAC & HAB Assessments	\$7,125	0.5%	\$28,500	1.9%	(\$21,375)	-75.00%	
	Demonstration Grove Subtotal	\$82,075	5.5%	\$118,350	7.9%	(\$36,275)	-30.65%	
<u>Education & Outreach:</u>								
64501	Field Meetings, Seminars & Workshops	\$15,000	1.0%	\$15,000	1.0%	\$0	0.00%	
64502	Pine Tree Ranch Field Days	\$2,000	0.1%	\$2,000	0.1%	\$0	0.00%	
64503	Grower Outreach	\$3,000	0.2%	\$3,000	0.2%	\$0	0.00%	
	Education & Outreach Subtotal	\$20,000	1.3%	\$20,000	1.3%	\$0	0.00%	
<u>Other:</u>								
64801	Dues, Sponsorships, & Reports	\$42,000	2.8%	\$40,000	2.7%	\$2,000	5.00%	
64802	Grant Writing	\$2,500	0.2%	\$2,500	0.2%	\$0	0.00%	
64803	Travel	\$25,000	1.7%	\$60,000	4.0%	(\$35,000)	-58.33%	
64804	Office Expense	\$7,500	0.5%	\$7,500	0.5%	\$0	0.00%	
64805	Committee Meeting Expense	\$5,000	0.3%	\$5,000	0.3%	\$0	0.00%	
64901	Anti-Theft Reward Program	\$15,000	1.0%	\$15,000	1.0%	\$0	0.00%	
	Other Industry Affairs Subtotal	\$97,000	6.5%	\$130,000	8.7%	(\$33,000)	-25.38%	
	Total Industry Affairs	\$1,482,075	100.0%	\$1,500,900	100.0%	(\$18,825)	-1.25%	

**CALIFORNIA AVOCADO COMMISSION
2025-26 PROJECTION & BUDGET
WITH COMPARISON TO 2024-25 BUDGET**

Department: Industry Affairs & Production Research

ACCT CODE	DEPT/ ACTIVITY	2025-26		2024-25		ORIGINAL vs. AMEND #2		COMMENT
		BUDGET	%	AMEND #2	%	INCREASE (DECREASE)	PERCENT CHANGE	
<u>Pest & Disease Projects:</u>								
65132	Surveys for avocado fruit feeding insect pests in Guatemala	\$243,700	28.3%	\$94,093	22.2%	\$149,607	159.00%	
65133	Chemical Synthesis and Field Evaluation of an Enantiopure (+)-Grandisol, the Putative Avocado Seed Weevil (Heilipus lauri) Aggregation Pheromone	\$85,740	10.0%	\$63,000	14.9%	\$22,740	36.10%	
65134	A pesticide resistance monitoring program for avocado thrips	\$12,149	1.4%	\$9,411	2.2%	\$2,738	29.09%	
65135	Integrating Chemical and Cultural Practices for Bot Canker Control in Avocado	\$77,149	9.0%	\$0	0.0%	\$77,149	100.00%	
65136	Impact of Natural Vegetation on Insect Pollinators in Agroecosystems	\$6,071	0.7%	\$0	0.0%	\$6,071	100.00%	
65137	Improve Phytophthora cinnamomi management by monitoring field populations for changes in fungicide sensitivity and conducting efficacy field trials	\$101,266	11.8%	\$0	0.0%	\$101,266	100.00%	
	Pest & Disease Project Subtotal	\$526,075	61.2%	\$166,504	39.3%	\$359,571	215.95%	
<u>Breeding, Varieties, Genetics Projects:</u>								
65216	Commercial-Scale Field Testing and Potential Release of Rootstocks	\$0	0.0%	\$89,628	21.2%	(\$89,628)	-100.00%	
65217	CAL POLY Commercial scale field testing and potential release of five elite advanced rootstocks	\$0	0.0%	\$16,773	4.0%	(\$16,773)	-100.00%	
65218	Continued Research at the San Luis Obispo Rootstock Trial Site (2025-2027)	\$29,232	3.4%	\$0	0.0%	\$29,232	100.00%	
	Breeding, Varieties, Genetics Projects Subtotal	\$29,232	3.4%	\$106,401	25.1%	(\$77,169)	-72.53%	
<u>Cultural Management Projects:</u>								
65323	Develop tools and info on crop water use	\$0	0.0%	\$55,603	13.1%	(\$55,603)	-100.00%	
65325	Artificial Polination Research	\$62,116	7.2%	\$62,719	14.8%	(\$603)	-0.96%	
65326	Addressing the relationship between soil characteristics and soil salinity in California avocado orchards	\$5,507	0.6%	\$0	0.0%	\$5,507	100.00%	
65327	Creating a Weather Station Network to Guide Irrigation Decision of Avocados	\$88,375	10.3%	\$0	0.0%	\$88,375	100.00%	
65328	Assessing irrigation management tools and strategies on avocado fruit quality and yield impacts	\$116,325	13.5%	\$0	0.0%	\$116,325	100.00%	
	Cultural Management Projects Subtotal	\$272,323	31.7%	\$118,322	27.9%	\$154,001	130.15%	
<u>Industry Research Support:</u>								
65403	Foundation for Food and Agriculture Research (FFAR) Fellow Sponsor - Jesse Landesman	\$32,500	3.8%	\$32,500	7.7%	\$0	0.00%	
	Industry Research Subtotal	\$32,500	3.8%	\$32,500	7.7%	\$0	0.00%	
	Total Production Research	\$860,130	100.0%	\$423,727	100.0%	\$436,403	102.99%	

Department: Grant Programs

ACCT CODE	DEPT/ ACTIVITY	2025-26		2024-25		ORIGINAL vs. AMEND #2		COMMENT
		BUDGET	%	AMEND #2	%	INCREASE (DECREASE)	PERCENT CHANGE	
66020	USDA Grant-FAS MAP South Korea	\$0	0.0%	\$0	0.0%	\$0	100.00%	
66021	USDA Grant-FAS MAP China	\$0	0.0%	\$0	0.0%	\$0	100.00%	
66022	USDA Grant-FAS MAP China/North Asia	\$200,000	100.0%	\$250,000	100.0%	(\$50,000)	-20.00%	
	Total Grant Programs	\$200,000	100.0%	\$250,000	100.0%	(\$50,000)	-20.00%	

**CALIFORNIA AVOCADO COMMISSION
2025-26 PROJECTION & BUDGET
WITH COMPARISON TO 2024-25 BUDGET**

Department: Operations

ACCT CODE	DEPT/ ACTIVITY	2025-26		2024-25		ORIGINAL vs. AMEND #2		COMMENT
		BUDGET	%	AMEND #2	%	INCREASE (DECREASE)	PERCENT CHANGE	
Office Expense:								
71101 & 71102	Office Rent & Property Tax	\$4,000	0.2%	\$35,132	1.6%	(\$31,132)	-88.61%	
71104	Offsite Storage	\$7,200	0.4%	\$10,240	0.5%	(\$3,040)	-29.69%	
71111	Corporate Insurance	\$101,750	5.0%	\$101,960	4.7%	(\$210)	-0.21%	
71121 - 71123	Office Expense, Supplies & Janitorial	\$13,000	0.6%	\$31,350	1.5%	(\$18,350)	-58.53%	
71131	Utilities	\$2,050	0.1%	\$14,700	0.7%	(\$12,650)	-86.05%	
71141	Bank & Payroll Fees	\$65,000	3.2%	\$8,500	0.4%	\$56,500	664.71%	
71151	Equipment Maintenance & Expense	\$0	0.0%	\$7,760	0.4%	(\$7,760)	-100.00%	
71161 - 71181	Telephone, Cell Phone, Postage & Courier Service	\$24,800	1.2%	\$24,800	1.2%	\$0	0.00%	
	Office Expense Subtotal	\$217,800	10.7%	\$234,442	10.9%	(\$16,642)	-7.10%	
Professional Fees:								
71201	CPA-Financial Audits	\$43,000	2.1%	\$40,000	1.9%	\$3,000	7.50%	
71203	CPA-Assessment Audits	\$30,000	1.5%	\$56,375	2.6%	(\$26,375)	-46.78%	
71207	CDFA Fiscal and Compliance Audit	\$11,000	0.5%	\$9,925	0.5%	\$1,075	10.83%	
71211	CDFA Charges	\$75,000	3.7%	\$90,000	4.2%	(\$15,000)	-16.67%	
71221	USDA-AMS Charges	\$50,000	2.5%	\$63,000	2.9%	(\$13,000)	-20.63%	
71231 - 71235	Legal & Other Professional	\$10,000	0.5%	\$10,000	0.5%	\$0	0.00%	
71236	Outsourced Accounting	\$20,000	1.0%	\$107,500	5.0%	(\$87,500)	-81.40%	
78301	Pension Admin & Legal	\$33,000	1.6%	\$38,620	1.8%	(\$5,620)	-14.55%	
	Professional Fees Subtotal	\$272,000	13.4%	\$415,420	19.3%	(\$143,420)	-34.52%	
Personnel Expenses:								
71301 & 71321	Payroll Expense (Wages, Tax & Wrks Comp) - Ops & IA	\$740,266	36.5%	\$670,840	31.2%	\$69,426	10.35%	
	Payroll Expense (Wages, Tax & Wrks Comp) - Marketing	\$113,997	5.6%	\$118,071	5.5%	(\$4,074)	-3.45%	
71311	Pension Expense	\$78,559	3.9%	\$73,445	3.4%	\$5,114	6.96%	
71331	Benefits Expense	\$160,861	7.9%	\$146,557	6.8%	\$14,304	9.76%	
	Personnel Expenses Subtotal	\$1,093,683	53.9%	\$1,008,914	46.9%	\$84,769	8.40%	
Commissioner Expenses:								
71401	District Meetings & Expenses	\$5,000	0.2%	\$5,000	0.2%	\$0	0.00%	
71402 & 71403	Travel, Lodging, Mileage, Meals & Entertainment	\$58,000	2.9%	\$58,000	2.7%	\$0	0.00%	
71404	Board Meeting Expenses	\$40,000	2.0%	\$22,250	1.0%	\$17,750	79.78%	
71405	HAB BOLD Participation	\$10,000	0.5%	\$10,000	0.5%	\$0	0.00%	
71406	District Designated Funds	\$100,000	4.9%	\$100,000	4.7%	\$0	0.00%	
	Commissioner Expenses Subtotal	\$213,000	10.5%	\$195,250	9.1%	\$17,750	9.09%	
Information Technology:								
73001 & 73002	Network Maint., Hardware, Software & Licenses	\$56,590	2.8%	\$35,806	1.7%	\$20,784	58.05%	
73003 & 73005	IT Support, Consulting & IT Service	\$37,080	1.8%	\$68,194	3.2%	(\$31,114)	-45.63%	
73004	Accounting & Assessment System	\$6,000	0.3%	\$6,000	0.3%	\$0	0.00%	
	Information Technology Subtotal	\$99,670	4.9%	\$110,000	5.1%	(\$10,330)	-9.39%	
Depreciation, Interest & Other Operations:								
78101	Operations Staff Travel	\$60,000	3.0%	\$5,000	0.2%	\$55,000	1100.00%	
78201	Depreciation Expense	\$0	0.0%	\$0	0.0%	\$0	0.00%	
78401 & 78501	Dues & Reg., Education, Training, Recruitment, Other	\$27,500	1.4%	\$11,175	0.5%	\$16,325	146.09%	
78601	Temporary Help	\$5,000	0.2%	\$5,000	0.2%	\$0	0.00%	
79001	Amortization Expense	\$34,006	1.7%	\$159,351	7.4%	(\$125,345)	-78.66%	
79100	Interest Expense	\$5,170	0.3%	\$5,776	0.3%	(\$606)	-10.49%	
	Depreciation, Interest & Other Admin Subtotal	\$131,676	6.5%	\$186,302	8.7%	(\$54,626)	-29.32%	
	Total Operations	\$2,027,829	100.0%	\$2,150,328	100.0%	(\$122,499)	-5.70%	