



AGENDA

California Avocado Commission
Board of Directors Meeting

Meeting Information

Date: June 10, 2026
Time: 2:00 p.m.

Meeting Location:
Hilton Pasadena
168 South Los Robles Ave.
Pasadena, CA 91101

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

Board Member and Alternate Attendance

Board members and alternates, please contact Cristina Wede at cwede@avocado.org to confirm attendance no later than Wednesday, June 3, 2026.

Time	Item
2:00 p.m.	<ol style="list-style-type: none">1. Call to Order<ol style="list-style-type: none">a. Roll Call/Quorumb. Introductions2. Opportunity for Public Comment<p>Persons may address the Board on subjects within the jurisdiction of the Commission.</p>3. Chair's Opening Remarks4. Industry Strategic Framework<ol style="list-style-type: none">a. Industry make upb. Commission purposec. Mission and Vision statement5. 2026-27 CAC Business Plan Updates6. 2026-27 CAC Assessment Rate & Budget
5:00 p.m.	<ol style="list-style-type: none">7. Adjourn Meeting

Disclosures

Some agenda items may not be discussed prior to adjournment. Such items will be rescheduled for a subsequent meeting. All meetings of the Commission are open to the public and subject to the Bagley-Keene Open Meeting Act.

All agenda items are subject to discussion and possible action.

For information or a request regarding disability-related modification or accommodation for the meeting, please contact April Aymami at 949-341-1955 via email at aaymami@avocado.org. Such requests should be made at least 48 hours prior to the meeting.

This meeting schedule notice and agenda is available on the internet at <https://www.californiaavocadogrowers.com/commission/meeting-agendas-minutes> and <http://it.cdfa.ca.gov/igov/postings/detail.aspx?type=Notices>.

Contact April Aymami at aaymami@avocado.org or 949-341-1955 if you have any questions.

Summary Definition of Conflict of Interest

Members and alternates are responsible to determine whether they have a conflict of interest and whether to recuse themselves from discussion or vote during a meeting. The following **Summary Definition of Conflict of Interest** may be helpful.

A Commission *member or employee* has a conflict of interest in a decision of the Commission if it is reasonably foreseeable that the decision will have a material effect, financial or otherwise, on the member or employee or a member of his or her immediate family that is distinguishable from its effect on all persons subject to the Commission's jurisdiction.

No Commission member or employee shall make, or participate in making, any decision in which he or she knows or should know he or she has a conflict of interest.

No Commission member or employee shall, in any way, use his or her position to influence any decision in which he or she knows or should know he or she has a conflict of interest.



ITEM 4: Industry Strategic Framework

SUMMARY:

The attached material has been prepared for the Board to review prior to the planning meeting on June 10, 2026. It is meant to provide background and context to facilitate productive discussion on CAC's vision, mission and purpose for the future. **Please read the attachments and come prepared to engage in Board discussion regarding industry make up, Commission purpose and CAC Vision and Mission statements.**

FISCAL ANALYSIS:

- Not applicable

BOARD OPTIONS:

- Adopt updated vision and/or mission statements
- Take other action regarding industry make up and/or Commission purpose
- Take no action

STAFF RECOMMENDATION:

- Not applicable

EXHIBITS / ATTACHMENTS:

- Excerpt from CAC Law
- CAC Vision – Current and Proposed Updated
- CAC Mission – Current and Proposed Updated
- 2016 vs 2025 CA Grower Demographics

CAC Law Section 67003

The establishment of a commission is imperative for the efficient development and management of a national and international advertising program which will ensure that the California avocado industry can compete successfully in the marketplace and increase revenues to avocado producers.

(Amended by Stats. 2002, Ch. 946, Sec. 3. Effective January 1, 2003.)

Current CAC Vision

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

Proposed Updated Vision

To be a thriving California Avocado industry renowned for premium avocados.

Current CAC Mission

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

Proposed Updated Mission

To maximize California Avocado grower returns and enhance premium positioning through strategic marketing, advocacy and research.

2016 vs 2025 CA Grower Demographics

	2016 Lbs.	# of Growers	% of Growers	Total Lbs.	Avg. Lb. / Grower	% of Lbs.
>1,000,000		70	1.80%	158,439,983	2,263,428	39.19%
100,000-1,000,000		615	15.78%	183,991,160	299,173	45.51%
75,000-100,000		152	3.90%	13,120,669	86,320	3.25%
50,000-75,000		252	6.46%	15,510,541	61,550	3.84%
25,000-50,000		429	11.01%	15,294,785	35,652	3.78%
<25,000		2,380	61.06%	17,967,541	7,549	4.44%
Total		3,898	100%	404,324,679		100.00%

	2025 Lbs.	# of Growers	% of Growers	Total Lbs.	Avg. Lb. / Grower	% of Lbs.
>1,000,000		68	2.31%	133,372,914	1,961,366	40.43%
100,000-1,000,000		490	16.62%	147,000,262	300,001	44.56%
75,000-100,000		119	4.04%	10,272,433	86,323	3.11%
50,000-75,000		197	6.68%	12,001,840	60,923	3.64%
25,000-50,000		379	12.85%	13,667,837	36,063	4.14%
<25,000		1,696	57.51%	13,592,536	8,014	4.12%
Total		2,949	100%	329,907,822		100.00%

	2025 Lbs.	# of Growers	% of Growers	Total Lbs.	Avg. Lb. / Grower	% of Lbs.
>100,000		558	19%	280,373,176	502,461	85%
<100,000		2,391	81%	49,534,646	20,717	15%



ITEM 5: 2026-27 CAC Business Plan Updates

SUMMARY:

In an effort to clearly articulate the activities of the Commission and provide flexibility in utilizing resources for marketing and non-marketing functions based on current conditions, management has developed the attached 2026-27 Business Plan for the Board's review. The feedback from the discussion on this topic will be incorporated into the final business plan format that will be presented to the Board for approval at the October 2026 meeting.

FISCAL ANALYSIS:

- Not applicable

BOARD OPTIONS:

- Approved the CAC Business Plan format as presented
- Approve a modified CAC Business Plan format
- Take no action

STAFF RECOMMENDATION:

- Management recommends the Board approve an updated Business Plan template that clearly articulates the activities of the Commission and provides flexibility in utilizing resources for marketing and non-marketing functions based on current conditions

EXHIBITS / ATTACHMENTS:

- 2026-27 Business Plan Draft



2026-27 BUSINESS PLAN
Presented for Board Approval
MONTH DAY, 2026

STRATEGIC FRAMEWORK

Mission

To maximize California Avocado grower returns and enhance premium positioning through strategic marketing, advocacy and research.

Vision

To be a thriving California Avocado industry renowned for premium avocados.

Brand Positioning/Promise

Fresh to market California Avocados are locally and responsibly grown by farmers who nurture the land every step of the way.

2026-27 PLAN OVERVIEW

California Avocado growers face many challenges including increased competition from foreign fruit. In response, the California Avocado Commission refined its approach in early 2026 to increase retailer-focused marketing, including a greater percentage of the marketing budget, while continuing consumer and trade marketing, industry affairs and research.

The 2026-27 plan aims to support distribution of the crop with existing and new trade customers (retail and foodservice), while maintaining perceived value and preference for California avocados, to ultimately achieve a premium average F.O.B. price per pound.

The Commission's business plan includes advocating for and engaging with the industry, as well as supporting growers through research and outreach. The Commission will continue to cultivate organizational excellence and demonstrate effective use of resources.



MARKETING

Objectives

- 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
- Build and sustain trade commitments that support California Avocado volume, timing and market priorities
- Maintain or increase preference and perceived value with targeted consumers

Strategies

- Utilize data and strategic insights to shape trade and consumer targeting and programs
- Develop trade and consumer communications that differentiate California Avocados and create demand leading up to and throughout the season
- Create collaborative trade programs that reach avocado shoppers and patrons

Marketing Budget Summary	2025-26	% of Total Budget	2026-27
Retail	\$4,084,500	29.07%	\$A
Consumer Marketing	\$3,805,500	27.08%	\$B
Foodservice	\$650,000	4.63%	\$C
Marketing Support	\$905,000	6.44%	\$D
TOTAL MARKETING	\$9,445,000	67.22%	\$ Total

Retail

Build California Avocados’ retail accessibility through a mix of retail promotions, retail advertising, and retail trade activities, supported with research and data analysis. Key tactics may include:

- Retail partnerships, promotions and merchandising
- Retail advertising (creative, media planning and buying, digital content, in-person events, administration, strategy and planning)
- Retail trade advertising and public relations (creative, media planning and buying, strategy, planning and reporting)
- Retail trade memberships and activations (associations, trade shows/industry events)
- Retail trade research and data analysis



Consumer

The Commission will implement an integrated consumer marketing program focused on maintaining California Avocado preference and perceived value among our bullseye target audience (super-heavy avocado consumers within the Western region). Key activities may include:

- Advertising (creative, media planning and buying)
- Public relations (earned and paid outreach, monitoring, influencer partnerships)
- Digital (website, email, social media)
- Administration, strategy, planning and reporting

Foodservice

Build California Avocados' foodservice accessibility through a mix of promotions, advertising, and trade activities, supported with research and data analysis. Key tactics may include:

- Operator partnerships and promotions (commercial partnerships, menu ideation and training, culinary education)
- Foodservice advertising (creative, media planning and buying, digital content, strategy, planning and reporting)
- Foodservice trade memberships and activations (associations, trade shows/industry events)
- Foodservice program administration, strategy, planning and reporting

Marketing Support

Support includes Marketing administration and activities that cross multiple channels, including:

- Stakeholder communications (*GreenSheet, From the Grove*)
- Export program
- Industry memberships
- Personnel



INDUSTRY AFFAIRS

Objective

- Strengthen the California Avocado industry’s ability to compete in the US market

Strategies

- Establish and leverage relationships with governmental agency personnel, elected officials and other agricultural organizations
- Provide information on domestic and global avocado market forces
- Deliver a comprehensive communications and outreach program

Industry Affairs Budget Summary	2025-26	% of Total Budget	2026-27
Issues Management	\$859,500	6.21%	\$E
Industry statistics and information	\$123,000	.88%	\$F
Grower Communications and Outreach	\$277,075	1.97%	\$G
TOTAL INDUSTRY AFFAIRS	\$1,259,575	8.96%	\$ Total

Issues Management

Anticipate issues and prioritize resources in industry advocacy. Areas include:

- Regulatory, legislative and trade
- Water, technical and sustainability initiatives
- Research program coordination
- Industry coalition participation

Industry statistics and information

Disseminate industry crop and market data to aid in understanding domestic and global avocado supply, including:

- California inventory and shipment reporting
- California crop estimating and acreage surveys
- Global supply and production estimates

Grower Communications and Outreach

Utilize a variety of communication and outreach vehicles to inform the industry, including:

- Publications — *From the Grove* (magazine) and *GreenSheet* (newsletter/SMS messaging)
- Website — CaliforniaAvocadoGrowers.com
- Meetings, Seminars and Workshops — Annual meetings and district meetings
- Demonstration Grove — Pine Tree Ranch



RESEARCH

Objective

- Maximize California Avocado farm production of safe, high-quality fruit

Strategies

- Conduct research focused on practical solutions to grower-defined priorities
- Provide California Avocado growers the tools necessary for optimum productivity
- Educate California Avocado growers and industry stakeholders about research outcomes

Research Budget Summary	2025-26 Budget	% of Total Budget	Continuing Projects	2026-27 New Projects	Total 2026-27 Budget	% of Total Budget
Pest and Disease	\$552,108	3.93%	\$511,365	\$H	\$J	%
Cultural Practices	\$334,055	2.38%	\$138,564	\$I	\$K	%
TOTAL RESEARCH	\$886,163	6.31%	\$ 649,929	\$ Total	\$ Total	100%

Pest and Disease

Monitor pest and disease threats — both foreign and domestic — to California avocado production and ensure growers have the resources necessary to manage existing pests and diseases. Projects may include:

- Foreign pest surveys
- Pesticide resistance monitoring
- Control of avocado branch canker
- Monitor Phytophthora root rot populations for changes in fungicide efficacy
- Recording and enhancing pollinator activity in avocado groves

Cultural Practices

Provide growers with the tools and information necessary to grow avocados in California. Projects may include:

- Understanding the effects of artificial pollination
- Soil salinity effects on avocado orchards
- Developing a weather station network to guide growers' irrigation decisions
- Improving irrigation management tools
- Monitor avocado rootstock responses to Phytophthora root rot



OPERATIONS

Objectives

- Ensure the Commission has the proper leadership, organizational structure and resources necessary to carry out its mission
- Uphold organizational compliance with governance requirements

Strategies

- Align financial resources with objectives and maintain a balanced budget
- Foster a culture of excellence among staff, board members and agencies
- Utilize appropriate professionals for financial audits, elections and legal affairs

Operations Budget Summary	2025-26	% of Total Budget	2026-27
Operations	\$501,646	3.57%	\$L
Governance and Legal	\$437,000	3.11%	\$M
Meeting and Commissioner Expenses	\$218,000	1.55%	\$N
Personnel	\$1,093,683	7.78%	\$O
TOTAL OPERATIONS	\$2,250,329	16.02%	\$ Total

Operations

Continual optimization of business activities including:

- Administrative, corporate insurance and travel expenses
- Accounting and information technology systems
- Banking, fixed assets and depreciation
- Training, recruitment and temporary staffing

Governance and Legal

Support the governance requirements of the Commission, which may include:

- Elections and referendum/redistricting (when required)
- Annual financial audits and CDFA/USDA compliance reviews
- Professional and legal services associated with Commission operations

Meeting and Commissioner Expenses

Meetings to conduct the regular business of the Commission, along with associated travel expenses, and Board designated contributions and sponsorships, including:

- Board and committee meetings
- Travel expenses (Board and committee members)
- District designated industry contributions
- Industry sponsorships (HAB BOLD program)

Personnel

Professional compensation and benefits including:

- Salaries
- Health benefits
- Retirement benefits



BOARD INFORMATION

ITEM 6: 2026-27 CAC Assessment Rate & Budget

SUMMARY:

Attached is a listing of historical CAC and HAB assessments charged to growers for the period of 1983/84 through 2025/26. This information will be used as part of the discussion regarding future CAC budgets and assessment rates.

FISCAL ANALYSIS:

- Not applicable

BOARD OPTIONS:

- Discussion item only

STAFF RECOMMENDATION:

- Not applicable

EXHIBITS / ATTACHMENTS:

- Historical Assessments Charged to CA Growers: 1983/84 - 2025/26

**Historical Assessments Charged to CA Growers
1983/84 - 2025/26
(CAC and HAB)**

Year	CAC Assess	Value	Volume	CAC Assess \$	CAC Assess LB	HAB Assess	Total Assess LB	Assess Avgs	Value Avgs	Volume Avgs	
2025-26	\$ 0.010	330,000,000	330,000,000	\$ 3,300,000.00	\$ 0.010	\$ 0.025	\$ 0.035	\$ 0.048	\$ 369,443,624.35	324,195,000	20YR Avg
2024-25	\$ 0.005	\$470,867,543	325,600,000	\$ 1,628,000.00	\$ 0.005	\$ 0.025	\$ 0.030	\$ 0.047	\$ 383,614,204.53	325,620,000	15YR Avg
2023-24	2.25%	\$523,817,252	363,600,000	\$ 11,785,888.17	\$ 0.032	\$ 0.025	\$ 0.057	\$ 0.049	\$ 388,862,800.30	294,390,000	10YR Avg
2022-23	1.50%	\$237,007,667	233,100,000	\$ 3,555,115.01	\$ 0.015	\$ 0.025	\$ 0.040	\$ 0.044	\$ 409,648,297.60	305,680,000	5YR Avg
2021-22	1.75%	\$486,549,026	276,100,000	\$ 8,514,607.96	\$ 0.031	\$ 0.025	\$ 0.056				
2020-21	1.75%	\$327,605,005	269,700,000	\$ 5,733,087.59	\$ 0.021	\$ 0.025	\$ 0.046				
2019-20	2.00%	\$411,490,578	375,500,000	\$ 8,229,811.56	\$ 0.022	\$ 0.025	\$ 0.047				
2018-19	2.30%	\$372,285,783	216,600,000	\$ 8,562,573.01	\$ 0.040	\$ 0.025	\$ 0.065				
2017-18	2.30%	\$383,129,253	337,800,000	\$ 8,811,972.82	\$ 0.026	\$ 0.025	\$ 0.051				
2016-17	2.30%	\$345,875,896	215,900,000	\$ 7,955,145.61	\$ 0.037	\$ 0.025	\$ 0.062				
2015-16	2.30%	\$412,332,493	401,400,000	\$ 9,483,647.34	\$ 0.024	\$ 0.025	\$ 0.049				
2014-15	2.30%	\$303,160,400	279,000,000	\$ 6,972,689.20	\$ 0.025	\$ 0.025	\$ 0.050				
2013-14	2.10%	\$333,216,563	297,500,000	\$ 6,997,547.82	\$ 0.024	\$ 0.025	\$ 0.049				
2012-13	1.75%	\$435,023,142	500,200,000	\$ 7,612,904.99	\$ 0.015	\$ 0.025	\$ 0.040				
2011-12	1.10%	\$381,852,467	462,300,000	\$ 4,200,377.14	\$ 0.009	\$ 0.025	\$ 0.034				
2010-11	1.60%	\$460,209,682	302,500,000	\$ 7,363,354.91	\$ 0.024	\$ 0.025	\$ 0.049				
2009-10	1.95%	\$402,770,893	534,500,000	\$ 7,854,032.41	\$ 0.015	\$ 0.025	\$ 0.040				
2008-09	2.62%	\$199,625,988	174,500,000	\$ 5,230,200.89	\$ 0.030	\$ 0.025	\$ 0.055				
2007-08	2.62%	\$327,141,689	328,800,000	\$ 8,571,112.25	\$ 0.026	\$ 0.025	\$ 0.051				
2006-07	2.15%	\$244,911,167	259,300,000	\$ 5,265,590.09	\$ 0.020	\$ 0.025	\$ 0.045				
2005-06	1.60%	\$341,175,673	600,900,000	\$ 5,458,810.77	\$ 0.009	\$ 0.025	\$ 0.034				
2004-05	1.60%	\$275,034,420	300,400,000	\$ 4,400,550.72	\$ 0.015	\$ 0.025	\$ 0.040				
2003-04	2.25%	\$379,846,520	431,800,000	\$ 8,546,546.70	\$ 0.020	\$ 0.025	\$ 0.045				
2002-03	1.75%	\$363,104,986	335,200,000	\$ 6,354,337.26	\$ 0.019	\$ 0.025	\$ 0.044				
2001-02	4.25%	\$357,785,350	399,700,000	\$ 15,205,877.38	\$ 0.038						
2000-01	3.75%	\$314,919,286	422,300,000	\$ 11,809,473.23	\$ 0.028						
1999-00	3.50%	\$339,443,632	321,100,000	\$ 11,880,527.12	\$ 0.037						
1998-99	4.00%	\$328,745,982	271,500,000	\$ 13,149,839.28	\$ 0.048						
1997-98	4.00%	\$261,126,590	304,900,000	\$ 10,445,063.60	\$ 0.034						
1996-97	4.00%	\$258,991,040	329,100,000	\$ 10,359,641.60	\$ 0.031						
1995-96	3.75%	\$235,225,728	340,400,000	\$ 8,820,964.80	\$ 0.026						
1994-95	3.50%	\$227,313,720	304,200,000	\$ 7,955,980.20	\$ 0.026						
1993-94	4.25%	\$251,086,521	271,000,000	\$ 10,671,177.14	\$ 0.039						
1992-93	5.25%	\$117,939,346	569,800,000	\$ 6,191,815.67	\$ 0.011						
1991-92	4.25%	\$182,596,792	310,900,000	\$ 7,760,363.66	\$ 0.025						
1990-91	3.00%	\$193,188,395	271,500,000	\$ 5,795,651.85	\$ 0.021						
1989-90	4.00%	\$237,547,848	207,900,000	\$ 9,501,913.92	\$ 0.046						
1988-89	4.50%	\$207,124,111	329,600,000	\$ 9,320,585.00	\$ 0.028						
1987-88	5.75%	\$203,796,649	358,100,000	\$ 11,718,307.32	\$ 0.033						
1986-87	5.75%	\$93,875,414	555,600,000	\$ 5,397,836.31	\$ 0.010						
1985-86	5.75%	\$162,095,058	319,200,000	\$ 9,320,465.84	\$ 0.029						
1984-85	5.50%	\$115,562,999	396,900,000	\$ 6,355,964.95	\$ 0.016						
1983-84	5.50%	\$91,102,869	492,500,000	\$ 5,010,657.80	\$ 0.010						