



AGENDA

California Avocado Commission Executive Committee Meeting

Meeting Information

Date: September 30, 2026

Time: 4:00 p.m.

Physical Meeting Location:

**Hilton Garden Inn Burbank Los Angeles
401 S. San Fernando Blvd.
Burbank, CA 91502**

Web/Teleconference URL:

<https://californiaavocado.zoom.us/j/87834397185?pwd=b23btF2gtclb654zC0cbseUyRNIkxR.1>

Conference Call Number: (669) 900-6833

Meeting ID: 878 3439 7185

Passcode: 028768

Meeting materials will be posted online at least 24 hours prior to the meeting at:

<https://www.californiaavocadogrowers.com/commission/industry-calendar>

Committee Member Attendance

As of Friday, September 25, 2026, the following Committee members have advised the Commission they will participate in this meeting:

John Berns

Maureen Cottingham

Ohannes Karaoghlanian

Rachael Laenen

Time	Item
4:00 p.m.	1. Call to Order a. Roll Call/Quorum b. Introductions
	2. Opportunity for Public Comment Persons may address the Committee on subjects within the jurisdiction of the Committee.
	3. Approval of Executive Committee minutes of May 26, 2026
	4. Review of Public Member Candidates for Term Ending October 31, 2028
	5. Closed session regarding the appointment, employment, evaluation of performance, or dismissal of an employee pursuant to California Government Code Section 11126(a)(1)

Time	Item
	a. The Committee may go into closed session to discuss and make recommendations regarding appointment, employment or dismissal of an employee. i. President's Performance Reviews pursuant to Section 11126(a)(1) of the California Government Code.
	6. Return to open session and announce action taken in closed session, if any.
6:00 p.m.	7. Adjourn Meeting

Disclosures

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

Committee members are responsible for determining whether they have a conflict of interest.

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

No Committee member shall make, or participate in making, any decision in which they know or should know they have a conflict of interest.

No Committee member shall, in any way, use their position to influence any decision in which they know or should know they have a conflict of interest.



COMMITTEE ACTION

ITEM 3: Approval of Executive Committee minutes of May 26, 2026

SUMMARY:

The minutes of the Executive Committee meeting of May 26, 2026 are attached for the Committee's review and approval.

FISCAL ANALYSIS:

- Not applicable

COMMITTEE OPTIONS:

- Adopt minutes as presented
- Amend minutes
- Take no action

STAFF RECOMMENDATION:

- Approve minutes as presented

EXHIBITS / ATTACHMENTS:

- Minutes of the Executive Committee meeting of May 26, 2026

**CALIFORNIA AVOCADO COMMISSION
EXECUTIVE COMMITTEE MINUTES
May 26, 2026**

A meeting of the California Avocado Commission (CAC) Executive Committee was held on May 26, 2026 at 10:00 a.m. with the following people present:

MEMBERS PRESENT

John Berns
Maureen Cottingham
Ohannes Karaoghlanian
Rachael Laenen

STAFF PRESENT

April Aymami
Zac Benedict
Stacia Kierulff
Ken Melban

OFFICIALLY PRESENT

Ben Kardokus, *CDFA*
George Soares, *Kahn, Soares & Conway*

GUESTS PRESENT

None

Item #1 Call to Order

Roll Call/Quorum – Item 1.a.

Rachael Laenen, CAC Executive Committee chair, called the meeting to order 10:01 a.m. and established a quorum.

Item #2 Opportunity for Public Comment

Ms. Laenen read a written public comment received from Gray Martin regarding the alleged illegal importation of ‘Carmen-Hass’ from Mexico.

Gray Martin’s Written Public Comments are attached to the permanent copy of these Minutes and identified as EXHIBIT A.

Item #3 Chair’s Opening Remarks

Ms. Laenen commented on the recent grove tour with regulatory officials hosted by CAC and the staff’s efforts to push CAC’s messaging with the right individuals. She also commended staff’s hard work on the business plan updates that would be reviewed in detail under Item 5 of the agenda. Ms. Laenen then provided an opportunity for Committee members to bring forward comments for consideration.

Ohannes Karaoghlanian, CAC vice chair, provided a written AI summary regarding the ‘Carmen-Hass’ importation issue, noting that according to his research up to 30-35% of the volume of fruit coming from Mexico could be ‘Carmen-Hass’. Mr. Karaoghlanian’s request was for CAC to fund research to determine if ‘Carmen-Hass’ is a distinct variety from ‘Hass’ and therefore not approved for importation to the U.S. If the research shows ‘Carmen-Hass’ is a distinct variety, conduct additional research to develop a test kit that can be used to identify ‘Carmen-Hass’ before it is exported from Mexico.

The Committee discussed the ‘Carmen-Hass’ situation and proposed research, with requests to bring a research proposal to the Board for consideration. Ms. Laenen commented that a research proposal should be sent to CAC’s Production Research Committee for their review before anything is presented to the CAC Board for consideration. Ken Melban, CAC president, suggested a call be conducted with the researcher Mr. Karaoghlanian was recommending, along with himself, Ms. Laenen and Dr. Tim Spann, CAC’s research program consultant, to further discuss the project. Ms. Laenen stated that once the PRC had an opportunity to review and make a recommendation regarding this research, it would be brought to the CAC Board for consideration.

Ohannes Karaoghlanian's Written Summary RE: 'Carmen Hass' are attached to the permanent copy of these Minutes and identified as EXHIBIT B.

Item #4 Approval of Executive Committee minutes of October 8, 2025

Ms. Laenen introduced the October 8, 2025 meeting minutes and asked for questions or comments. With no comments on the minutes, the following motion was put forward:

Motion:

The Executive Committee approves the Executive Committee minutes of October 8, 2025, as presented.

(Karaoghlanian/Cottingham) MSC Unanimous
5-26-1

MOTION 26-

The Executive Committee minutes of October 8, 2025 are included in the May 2026 Executive Committee Packet and are attached to the permanent copy of these Minutes and identified as EXHIBIT C, Item 4.

Item #5 2026-27 CAC Business Plan Updates

Mr. Melban presented the updated business plan which was now a streamlined and easy to comprehend format consisting of six pages as opposed to prior years' versions that exceeded 80 pages. He noted that the Mission and Vision statements would be discussed at the June Board meeting. Ms. Laenen commented that CAC's ability to be nimble and react has been invaluable and that the strategic framework, as revised, allows CAC to stay nimble.

Committee consensus was that they liked the streamlined format, and discussion ensued regarding details of the plan including CAC's go to market strategy, foodservice commitments, brand vs consumer marketing, grower communications and outreach, and industry sponsorships. Mr. Melban explained that while the proposed new plan format was high level, that CAC staff would continue to track the detailed action plans, deliverables and performance measures.

The Committee also discussed CAC's first objective regarding premium average price, marketing return on investment and why CAC includes any sort of price target as an objective. Mr. Melban commented that because CAC cannot directly affect market price, the FOB price differential between CA and imports provides some indication of the effectiveness of CAC's marketing program, which is why it is included as an objective.

The 2026-27 Draft Business Plan is included in the May 2026 Executive Committee Packet and are attached to the permanent copy of these Minutes and identified as EXHIBIT C, Item 5.

Item #6 2026-27 CAC Assessment Rate & Budget

Mr. Melban presented the historical assessments charged to California growers, noting that prior to the last five years, the average assessment paid by growers was \$0.047-\$0.049 per pounds. He stated that over the past two years the CAC Board had approved artificially low assessment rates to draw down the reserve balance, with the understanding that the assessment rate would need to return to more normal levels once the reserves surplus had been expended.

During discussion it was commented that while the current CAC assessment rate of \$0.01 per pound may not be sustainable, some growers did not support raising the assessment. It was recommended that CAC be prepared to provide a proper explanation to growers as to why an increase in the assessment was necessary.

The Historical Assessments Charged to CA Growers are included in the May 2026 Executive Committee Packet and are attached to the permanent copy of these Minutes and identified as EXHIBIT C, Item 6.

Item #7 Producer Threshold

Ms. Laenen stated that at the March 2026 Board meeting a board member requested for CAC to review the existing producer exemption threshold and explore the impact of raising the current 10,000-pound limit. The Committee reviewed the grower demographic data included in the meeting materials and discussed the financial impact to growers if the threshold was raised. A comment was made about disenfranchising an even larger number of growers by setting the threshold higher and the desire to maintain the current threshold to provide representation for the greatest number of California growers. Another suggestion was made to look at the budget impact of increasing the threshold to 120,000 pounds.

The 2016 vs 2025 CA Grower Demographics are included in the May 2026 Executive Committee Packet and are attached to the permanent copy of these Minutes and identified as EXHIBIT C, Item 7.

Item #8 Grievance Procedures

Mr. Melban reported that CAC had just completed the full Grievance process according to existing Grievance Procedures and during the process it became apparent that certain language in the Procedures needed to be revised. Specifically, language requiring the Board to review the Grievance Committee recommendations in Closed Session and the required documentation needed before CAC accepts a grievance and initiates the grievance process.

Ms. Laenen's recommendation was for staff to work with counsel to revise the Grievance Procedures to address these concerns and bring back to the Executive Committee for their review. There was consensus from the Executive Committee on Ms. Laenen's recommendation.

Item #9 Organizational Updates

Mr. Melban provided an update on staffing following the retirement of CAC's Vice President of Marketing Terry Splane in February 2026. He noted that the current CAC team was working very well together and pulling in experts, such as Curious Plot, for strategy and planning where needed. Mr. Melban stated that he would continue to assess the needs of the marketing department to determine what was best regarding staffing and would keep the Committee apprised.

ADJOURN MEETING

Ms. Laenen adjourned the meeting at 12:11 p.m.

Respectfully submitted,

April Aymami, CAC Director of Industry Affairs and Operations

I certify that the above is a true statement of the meeting minutes of the May 26, 2026, CAC Executive Committee, approved by the CAC Executive Committee on September 30, 2026.

John Berns, CAC Board Secretary

EXHIBITS ATTACHED TO THE PERMANENT COPY OF THESE MINUTES

Exhibit A Gray Martin's Written Public Comments
Exhibit B Ohannes Karaoghlanian's Written Summary RE: 'Carmen Hass'
Exhibit C May 26, 2026 Executive Committee Packet
Exhibit D May 26, 2026 Executive Committee Meeting AB 2720 Roll Call Vote Tally Summary

CALIFORNIA AVOCADO COMMISSION**Exhibit D****AB 2720 Roll Call Vote Tally Summary***To be attached to the Meeting Minutes*

Meeting Name: <i>Executive Committee Meeting</i>	Meeting Location: <i>The Huntington Botanical Complex Danner Conference Room 1151 Oxford Road San Marino, CA 91108</i>	Meeting Date: <i>May 26, 2026</i>
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<i>Attendees Who Voted</i>	<i><u>MOTION</u></i> <i><u>26-5-26-1</u></i>
John Berns	Yea
Maureen Cottingham	Yea
Ohannes Karaoghlanian	Yea
Rachael Laenen	Did not vote
<i>Outcome</i>	<i>Unanimous</i>



COMMITTEE ACTION

ITEM 4: Review of Public Member Candidates for Term Ending October 31, 2028

SUMMARY:

In March 2023 a Public Member Selection Process was approved and, in accordance with this process, CAC management has solicited applications for the Public Member and Alternates seats with terms ending, October 31, 2028. At the time of this writing, six individuals have expressed an interest in the public member positions and have submitted resumes for consideration.

FISCAL ANALYSIS:

- Not applicable

COMMITTEE OPTIONS:

- The Executive Committee shall review the information provided by applicants and may interview applicants and/or require additional information to ensure that applicants are in compliance with Commission law and to evaluate each applicant's qualifications for the public member positions
- When the Executive Committee determines that one or more applicants are qualified, it shall recommend to the Board of Directors consideration of such applicants for available public member positions

STAFF RECOMMENDATION:

- Not applicable

EXHIBITS / ATTACHMENTS:

- CAC Public Member Selection Process
- Public Member Resume Submission for:
 - Jose Gomez
 - Jeff Long
 - Michelle McIntosh
 - Miranda Olagaray
 - Marty Ordman
 - Jennifer Reiner



PUBLIC MEMBER SELECTION PROCESS

Commission law provides that the Commission Board of Directors shall recommend to the Secretary of Food and Agriculture the appointment of a public member and alternate public member to serve on the Board in accordance with Commission law.

The process to be utilized by the Commission for such action is as follows.

1. Solicit applications (with resumes) which demonstrate expertise in food safety, public health, nutrition, marketing, public education or other relevant experience. Preference for California residents.
2. The Executive Committee shall review the information provided by applicants and may interview applicants and/or require additional information to ensure that applicants are in compliance with Commission law and to evaluate each applicant's qualifications for the public member positions.
3. When the Executive Committee determines that one or more applicants are qualified, it shall recommend to the Board of Directors consideration of such applicants for available public member positions.
4. The Board of Directors shall interview each applicant recommended by the Executive Committee.
5. Upon completion of the process, the Board of Directors may schedule a meeting to consider recommending to the Secretary of Food and Agriculture the appointment of specific applicants to one or both public member positions.

JOSE A. GOMEZ

California, USA • [REDACTED] • [Jose Antonio Gomez | LinkedIn](#)

Senior Agribusiness Executive – Global Product Supply & P&L Leader

High-impact Executive Leader with 18+ years of experience transforming fresh produce operations in the Americas and Europe. Proven track record of driving double-digit P&L growth, optimizing cross-border supply chains, and leading innovation in high-value categories. Distinctive ability to bridge the gap between commercial strategy and grower realities. Expert in ESG integration, investor-grade strategic planning, and building high-performance, multicultural teams. Dual Citizen (USA/EU) & Bilingual (English/Spanish).

EXPERIENCE

Fruitegy

Global

Founder & Managing Director

2025 – Current

- Φ Spearheading Strategic Planning and Business Development efforts to optimize product portfolios for global agricultural clients, leveraging expert product life-cycle management to drive successful R&D, licensing and commercialization strategies for high-value fruit genetics and technologies.

Driscoll's

USA, Canada, Mexico, Peru & Colombia

Senior Director, Product Leadership – Blueberry & Blackberry

2022 – 2025

Φ P&L Management & Strategic Growth:

- Held full P&L accountability for the Blueberry and Blackberry **strategic business** units across the Americas, driving a 5-year strategic plan that delivered **15% YOY revenue growth and a 14% CAGR**, consistently outpacing industry standards.
- Manage comprehensive forecasting and budgeting, aligning **supply/demand by product line & pricing models** to meet aggressive growth and profitability targets.

Φ Financial Restructuring & Grower Relations:

- Architected and executed critical **business model changes** to re-balance revenue-sharing structures between the corporation and the grower base.
- Successfully **incentivized grower reinvestment** and expansion by aligning economic models with market realities, directly strengthening long-term partnerships.

Φ Global Supply Chain & Operational Excellence:

- Directed a complex, cross-border fruit supply (USA, Mexico, Canada & Peru) to ensure a resilient 52-week plan, significantly improving the peak-to-trough ratio and mitigating seasonal volatility.
- Led cross-functional teams in executing strategic workstreams, ensuring operational alignment across the organization.

Φ Innovation & Asset/Product Management:

- Championed the commercialization and global scaling of high-margin proprietary varieties while making high-stakes decisions to discontinue obsolete, non-competitive assets to protect category margins.
- Defined "Berry Concepts" to guide R&D investment, validating traits against market scenarios and farming economics.

Driscoll's

USA, Canada & Mexico

Director, Applied Research & Agronomy

2016 – 2022

Φ Operational Transformation & Change Management:

- Spearheaded a massive **agronomic transformation across 10,000 hectares and 8 growing regions**, successfully migrating Driscoll's independent grower base from soil to substrate production systems.
- Driven by a strategic need to mitigate soil-borne pathogens and increase yield stability, this initiative modernized the farming operations of the supply base and secured long-term business continuity.

Φ ESG Leadership & Margin Optimization:

- Directed disruptive innovation initiatives focused on "Grower Economics" and Sustainability, specifically targeting reductions in **water usage and labor costs** to protect margins against inflationary pressures.

- Developed and **implemented sustainable production protocols** that aligned operational realities with corporate ESG goals, addressing critical industry challenges like water scarcity.

Φ **Strategic Product Portfolio Deployment:**

- Partnered with Global Breeding leadership to **commercialize and deploy 16 new proprietary cultivars**, revolutionizing the category's flavor profile and productivity metrics.
- Established the rigorous validation frameworks (**built and operated Research Stations & Demo Farms**) required to de-risk these new asset and production system launches before full commercial scale-up.

Φ **Talent Development & Resource Management:**

- Recruited, led and developed specialized team of agronomists and research scientists, managing a \$5.5M operating budget and fostering a **high-performance culture focused on applied solutions** rather than theoretical research.

AGQ Labs

USA, Mexico & Central America

General Manager, USA & Mexico

2010 – 2015

Director of Agricultural Services, Central America

2009 – 2010

Agronomist, Spain, Portugal & Morocco

2008 – 2009

Φ **Executive Leadership & P&L Growth:**

- Spearheaded the **strategic expansion** of AGQ's operations across North and Central America, holding full P&L and operational oversight for the region.
- Delivered **exponential revenue growth**, scaling the regional business to contribute approximately 30% of the company's total global revenue through aggressive market penetration and strategic partnerships.

Φ **Operational Infrastructure & Startup Execution:**

- Built the operational footprint from the ground up in two distinct markets. In the USA, **directed the construction and accreditation** of state-of-the-art ISO:17025 laboratory; in Central America, established a network of logistical centers to streamline international sample processing.
- Designed and executed the "Go-to-Market" strategy for the region, successfully navigating diverse regulatory environments and establishing the company as a **market leader in precision agriculture lab analytical services**.

Φ **Strategic Partnerships & Regulatory Affairs:**

- Negotiated and **managed high-value joint ventures**, including a key partnership with Disagro (Central America's largest fertilizer trader), driving partner sales revenue by an estimated \$300M/year through technical portfolio integration.
- Served as the primary **liaison with government bodies** (USDA, CDFA, Water Boards), industry associations, research institutions and universities ensuring strict compliance with environmental and import/export regulations across borders.

Φ **Organizational Development & Technical Consultancy:**

- Recruited, trained, and led a multidisciplinary team of over **80 agronomists and scientists** across multiple countries, fostering a culture of technical excellence and customer focus.
- Oversaw **200,000 hectares** of high-value crops (Avocado, Berries, Citrus, Grapes, Tropical crops), advising top-tier growers on nutritional efficiency, water management, and yield maximization (achieving productivity gains of 20-80%).

Previous Experience: [Bodegas Riojanas SA \(Spain\)](#), Vineyard Agronomist & Research Technician (2007 – 2008), [Family-Owned Farms \(Spain\)](#), Farm Manager (1999 – 2008), [DO Rioja Wine Regulatory Council \(Spain\)](#), Harvest Inspector (2006)

EDUCATION & EXECUTIVE DEVELOPMENT

[Stanford Graduate School of Business \(USA\)](#), Executive Finance and Accounting

2024

- *Focus:* Corporate finance, financial reporting, capital allocation, and value creation strategies.

[Wageningen University & Research \(Netherlands\)](#), Specialization in Greenhouse Horticulture

2018

[University of Navarra \(Spain\)](#) M.Sc. in Agricultural Engineering

2008

[University of La Rioja \(Spain\)](#) Dual B.Sc. in Horticulture & Landscape Architecture (Valedictorian)

2005

Additional Qualifications: Certified Crop Advisor (American Society of Agronomy), Environmental Impact Assessment Expert (Universidad of La Rioja); Masters in Viticulture, Oenology and Wine Marketing (UNESCO)

August 2, 2026

To: California Avocado Commission

Re: Alternate Public Member Position, CAC Board of Directors

Having spent more than four decades as a professional in the fresh produce industry, I believe my experience would lend itself well to serving on the California Avocado Commission board as an alternate public member.

My direct experience with the avocado category includes working for Calavo Growers. In my current capacity as a journalist representing several international publications, I have kept abreast of the avocado industry for many years. My role focuses on interviewing key players in the fresh produce industry and reporting on news and trends in the marketplace.

I am retiring from my current position as of August 31st of this year and therefore will be in a position to devote the time required to serving on the Board.

My resume is attached; professional and personal recommendations are available on request. I hope to speak with you soon.

Sincerely,

Jeffrey Long

A black rectangular redaction box covering the signature and any handwritten notes or contact information that might have been present.

JEFFREY LONG



Fresh produce sales and marketing professional with more than 45 years experience working in the U.S. domestic and international industry.

Career Highlights

FRUITNET MEDIA INTERNATIONAL, London, UK

2004-present

US and Canada Representative

Journalist and sales associate covering the North American export marketplace for one of the world's largest producers of print and digital publications for fresh fruit and vegetable industry. Responsibilities include researching current market developments and trends; interviewing U.S. grower-shippers; writing articles for multiple publications; pursuing advertising/sponsorship sales for Fruitnet Media global events.

VERISOURCE INTERNATIONAL, Newport Beach, CA

President and CEO

Founded agricultural division, directly sourcing and shipping fresh and value-added foods primarily to Pacific Rim markets. The division was an early exporter of California avocados to So. Korea.

CALAVO GROWERS, Tustin, CA

Manager, International Sales

Responsible for international sales and marketing of Calavo branded fresh products. Managed Calavo's avocado export program to Japan, Hong Kong and Canada, sourcing fruit from California and Mexico.

Sr. Manager, Diversified Products

Responsible for worldwide sales, marketing and distribution of Calavo branded fresh Hawaiian papaya.

BRUCE CHURCH CO., Salinas, CA

Business Development Mgr.

Developed and expanded business for the company's bulk and value-added fresh products in the U.S. Extensive domestic travel, meeting with major retail, wholesale and food service accounts.

Manager of International Sales

Responsible for international sales and marketing of bulk and value added fresh products.

ORGANIZATIONS/PUBLIC SERVICE

United Fresh Fruits & Vegetable Association

Chairman, International Trade Committee 1994 – 95

Member, International Trade Committee 1988 – 96

Member, Santa Barbara County Civil Grand Jury

2024-25

Studied, analyzed and submitted recommendations for improvements in County food safety, housing and other issues.

EDUCATION

University of Santa Clara

Graduate School of Business, Agribusiness Institute

University of California, Davis

BA, History

Michelle McIntosh

• [linkedin.com/in/michellemcintosh](https://www.linkedin.com/in/michellemcintosh)

MARKETING & ADVERTISING LEADER | AGRICULTURE • TOURISM • CALIFORNIA BRANDS

PROFILE

Integrated marketing leader with 15+ years of experience across advertising, public relations, tourism and agriculture, including long-term leadership of major California brands and public-facing programs. For more than a decade, I have helped lead the global Visit California account and have managed campaigns for California Grown and the California Wine Institute. My work sits at the intersection of marketing strategy, public-private partnerships, stakeholder engagement, communications and complex program execution.

I bring a strong understanding of California agriculture and the role strategic marketing plays in supporting growers, producers and California's broader agricultural economy. I also bring prior public-sector committee experience through presenting at CA GROWN board meetings, working on the Specialty Crop review committees and nonprofit board experience through the Junior League of San Diego. Known for thoughtful collaboration, sound judgment, clear communication and a solutions-oriented approach, I am comfortable working across diverse stakeholder groups and navigating complex, high-visibility initiatives.

AGRICULTURE, CALIFORNIA & PUBLIC-SERVICE EXPERIENCE

- California Grown: Led domestic multimedia marketing work supporting California agriculture and the California Grown brand.
- California Department of Food & Agriculture: Served as a Crop Review Committee member (2017–2020), gaining direct experience participating in an agricultural public-sector process.
- California Wine Institute: Led international multimedia campaigns for a California agricultural commodity organization and global California brand.
- Visit California: More than a decade supporting the state's destination marketing organization, including global and domestic campaigns, multi-market communications and complex stakeholder programs.

PROFESSIONAL EXPERIENCE

PROGRAM DIRECTOR, WEST COAST | THE SHIPYARD – CALIFORNIA

March 2015 – Present

- Led international and domestic multimedia marketing programs for Visit California, California Grown, California Wine Institute, Breg Inc. and JetSuiteX.
- Manage complex production and talent budgets ranging from \$200K to \$15M, balancing strategic priorities, financial stewardship, timelines and execution.
- Develop and execute integrated marketing strategies in collaboration with creative, media, finance, research, analytics and external partners.
- Lead cross-functional teams and multi-market workstreams, ensuring clear communication, accountability and delivery against objectives.
- Use competitive analysis, research and data analytics to inform strategy and develop executive-level presentations and recommendations.
- Oversee multi-language creative assets and content across video, social, digital, editorial and other high-impact channels.
- Represent agency teams in high-level client relationships and new-business efforts, including RFP strategy and presentations.

ACCOUNT MANAGER | RS&E – SACRAMENTO, CALIFORNIA

March 2011 – March 2015

- Managed energy and private-sector accounts and helped implement advertising and public relations programs for regional, national and public-facing organizations.
- Led cross-functional strategy meetings to plan annual media buys, communications initiatives and creative campaigns.
- Built and maintained client relationships through clear communication, strategic counsel and reliable program management.
- Managed account budgets totaling \$4.5M while keeping activities on target and on schedule.

ASSOCIATION SERVICES ASSISTANT | SMITH MOORE & ASSOCIATES – SACRAMENTO, CALIFORNIA

June 2010 – March 2011

- Supported the Marketing Director with marketing management and new-business development.

BOARD, COMMUNITY & PROFESSIONAL LEADERSHIP

- Executive Board Committee Member, Junior League of San Diego | 2019–2021
- Crop Review Committee Member, California Department of Food & Agriculture | 2017–2020
- Strategy Assistant to Marketing Chair, Boys & Girls Club of Greater Sacramento | 2014–2015
- Catalyst Leadership Program Fellow, Sacramento Asian Chamber of Commerce | 2012–2013
- Member, San Diego Ad Club | 2017–2025
- Member, Sacramento Ad Club | 2015–2017

EDUCATION & CERTIFICATION

- B.A., Journalism – Public Relations emphasis; Minor in Marketing, California State University, Chico | 2010
- Certified ANA Marketing Professional (CAMP), Association of National Advertisers

Miranda Olagaray



[LinkedIn Profile](#)

PROFESSIONAL PROFILE

California agricultural communications professional with experience supporting commodity boards and trade associations across the state. Skilled in strategic marketing, stakeholder communications, board and committee engagement, advocacy and performance reporting. Brings both professional agricultural experience and firsthand perspective from a family farming operation in Lodi.

PROFESSIONAL EXPERIENCE

Digital Media Director

Farmers Communication Exchange | Sacramento, CA

September 2022 - PRESENT

Have lead strategic communications for 25+ agricultural associations across California, specializing in, grower storytelling, and policy communications, member communications.

- Lead digital strategy and communications for 25+ agricultural associations and commodity organizations across California.
- Serve as a communications point of contact for volunteer boards and committees, presenting campaign strategies, recommendations and performance reports.
- Develop communications for growers, association members, policymakers and consumers across social media, websites, email and paid advertising.
- Increased the California Cantaloupe Advisory Board's social media followers by 39% and impressions by 389% in one year.
- Coordinate grassroots advocacy communications, manage campaign budgets and contribute to Specialty Crop Block Grant funding efforts.
- Collaborate with agricultural leaders and stakeholders to identify member needs and strengthen engagement.

Sanzberro Farms | Lodi, CA

November 2024 - PRESENT

Participate in strategic planning for the family farming operation, providing firsthand perspective on the economic and policy challenges facing California growers.

SKILLS

- Agricultural Communications
- Strategic Marketing
- Board & Committee Communications
- Stakeholder Engagement
- Consumer Outreach
- Advocacy
- Campaign Strategy
- Performance Analytics
- Budget Management

EDUCATION

Sonoma State University

Business Marketing (BS)

August 2018 - May 2022

- Cum Laude Honors
- Courses in Communications, in addition to a Business Marketing degree
- Leadership roles:
 - Order of Omega, Treasurer
 - Alpha Omicron Pi, VP Membership Recruitment
 - Village Council, Program Manager

MARTY ORDMAN

Malibu, CA 90265

SUMMARY

Award winning marketing executive with over twenty-five years of consumer products experience in a Fortune 500 brand management setting. Expertise in cross divisional marketing development and corporate communications for a nationally recognized global corporation. Proven success in creating strategic solutions and developing new marketing techniques to address today's social driven media priorities, integrated across advertising, promotions, digital and public relations.

- Multi-media Campaign Success
- Brand Development
- Global Marketing Communications
- Licensing & Contract Negotiations
- Corporate Social Responsibility
- Cross Functional Team Leadership

PROFESSIONAL EXPERIENCE

MSO CONSULTING

2013 – PRESENT

Worked with Dole Packaged Foods, Captain Planet Foundation, PGA Tour, Tiger Woods Foundation, New Frontier Foods, Ruby Rockets and Nichols Farms on various marketing, communications, and event programs.

DOLE FOOD COMPANY, WESTLAKE VILLAGE, CA

1985 – 2013

Vice President, Marketing & Communications

2006 -- 2013

Reported to the President & CEO, with 4 direct reports and 12 team members and an annual budget of \$2.7 million. Responsible for global communications, brand development and digital marketing assets across eight operating divisions. Managed consumer center and test kitchen with senior advisory role for the Dole Nutrition Institute and Corporate Social Responsibility teams. During tenure at company revenues grew from \$1.4 to \$7.2 billion.

Worldwide Brand Development

- Directed successful revitalization and global repositioning of the Dole brand resulting in a 20% increase in same product sales and a 30% increase in brand awareness.
- Led brand repositioning executed across three operating divisions in four worldwide regions, integrated with internal communications, advertising, promotion, digital and collateral.
- Successfully drove licensee partner agreements (PepsiCo, Target Foods, and Snow Dairy) to convert to new Dole positioning.
- Led successful product launch of Dole Fruit "N Juice bars in highly competitive frozen novelty category.

Corporate Communications & Public Relations

- Launched a proactive corporate communications program highlighting Dole's accomplishments and generating over 400 million earned media impressions over a 3-year period.
- Appointed by CEO to act as worldwide Dole spokesperson for corporation handling crisis communications for recalls, litigation, activist attacks and on-going communications.
- Significant partnership with inhouse general counsel on lobbying efforts to effectively and successfully mitigate potential harmful global legal actions.
- Successfully teamed with product marketing groups and Dole Nutrition Institute to optimize public relations programs that earned over 100 million media impressions.

Corporate Social Responsibility

- Key member of company's global Corporate Social Responsibility team charged with proactively communicating initiatives and activities to various stakeholders.
- Spearheaded annual visits by NGO's and media to operations in Latin America to showcase environmental and labor programs.
- Managed company's award-winning nutrition education program directed to consumers, retailers and educators. Materials distributed to over 20,000 teachers and millions of children.
- Responsible for company's charitable giving with emphasis on nutrition and health organizations.

Partnership Marketing

- Developed multi-tiered marketing programs with a variety of high visibility entertainment entities including Disney, Fox, Universal, Mattel and Microsoft resulting in a 15-25% promotional incremental uplift in sales.
- Enriched and advanced the multi-million dollar Disney/Dole relationship through five renegotiations in the U.S. and led international marketing teams in Europe and Asia to complete similar deals.
- Created and drove dozens of promotional programs with high-end consumer product brands such as Danon, Crayola, Kraft, Kikkoman, Oster and Tropicana.
- Managed marketing relationship with dessert appliance maker (Yonanas), integrating Dole brand into package design, on-line and retail programs in non-food outlets.

Celebrity & Event Marketing

- Led Dole's multi-year sponsorships of the Tiger Woods World Challenge and the Shark Shootout hosted by Greg Norman, increasing brand positioning in sports world.
- Managed Dole's successful multimillion dollar four-year relationship with Kenny Rogers including advertising development, North American concert tour, in-store promotions, PR and personal appearances.
- Led annual sponsorship of "Easter at The White House" showcasing Dole's continuing prominent role in expanding children's nutritional education and healthy new products.
- Developed comprehensive marketing strategy to showcase company's healthy products to fitness enthusiasts by negotiating and raising high-impact product brand exposure at significant long distance running events including the NY, LA, Boston, Honolulu, Big Sur Marathons and the Rock 'N Roll running series.

Digital Marketing

- Led the successful revitalization of the Dole website (dole.com) twice (2007 and 2013) resulting in a dramatic 20% increase in views and uplift in recognized brand stature in social media outlets.
- Responsible for strategy and launch of Facebook presence, resulting in over 800,000 new friends.
- Implemented new and innovative Digital Asset Management system resulting in increased company-wide operational efficiencies.
- Developed first-ever Blogger Communications program resulting in 2+ million impressions over a three-year period and culminating in a breakthrough annual summit.

Prior Dole Positions

Vice President, Marketing Services	1999-2006
Director, Sales Promotions & Special Events	1992-1999
Manager, Sales Promotion & Special Events, Dole Packaged Foods	1987-1992
Brand Manager, Dole Frozen Desserts, Dole Packaged Foods	1985-1987

FLAIR COMMUNICATIONS AGENCY, CHICAGO, IL & SAN FRANCISCO, CA

1981 – 1985

Leading marketing communications agency with Fortune 500 clients with offices in five cities.

Senior Account Executive working on Kellogg's, Westinghouse, Gerber, Kodak and Stroh's Beer.

EDUCATION

BBA Marketing, University of Wisconsin

AFFILIATIONS & AWARDS

Recipient of the 2012 Communicator Award for Digital Annual Report

Chairman, Produce for Better Health Foundation

Member, Nutrition Council, United Fresh Produce Association

Member, Brand Management Committee, Association National Advertisers

July 27, 2026

Dear Board Members,

I'm excited to apply for the Alternate Public Member for Board of Directors. With over two decades of experience leading digital transformation, omnichannel marketing and commercial growth strategies in the food industry, I have deep expertise in utilizing storytelling and data to drive business results. During my tenure at Del Monte Foods, Inc. I represented the company at the Canned Food Alliance and served as Executive Committee Member at the Produce for Better Health (now Have a Plant organization).

At Del Monte Foods, I managed a \$40m full-funnel budget across national and retail channels leading creative and integrated marketing plan development. In this role, I led a digital transformation, shifting from traditional media to a performance-driven, in-house media model where thru advanced audience acquisition targeting and rigorous daily optimizations, double digital gains in efficiency and conversion were achieved. I built a multi-year digital roadmap that accelerated our use of emerging martech such as AI-enabled predictive audience modeling, dynamic creative, automated campaigns, and content development tools. One of my key accomplishments was launching ecommerce from a nonexistent business to \$80 million in just four years. Managing the ecommerce P&L, I defined and executed a multi-year, go-to-market strategy, stood up the Amazon business, and built the tech stack with quarterly reporting to the Board and Executive Team.

As an Independent Consultant, I've partnered with brands to modernize their marketing and commerce operations. Most recently as a Fractional Marketing leader, I redesigned the DTC company, SmartEquine's, end-to-end marketing and promotion process to support acquisition goals. I also implemented a new CRM strategy, introducing new segments and evolving lifecycle/transaction-based emails to align with current business goals. Importantly, I built new KPI frameworks aligned to performance goals while supporting CAC and LTV.

Across my career, I have built and led high-performing teams, fostered strong cross-functional partnerships and championed the integration of technology, data and creativity to drive results. I have worked directly with retailers my entire career developing insight-based, marketing programs and running retailer media campaigns. In addition to professional organizations, I have served on Boards in my local community including Membership Director for a local Swim and Tennis Club and Treasurer of our High School Boosters. I'm a huge avocado fan and would be honored to participate on the board!

Sincerely,

Jennifer Reiner

JENNIFER A. REINER

San Francisco Bay Area

[Jennifer Reiner | LinkedIn](#), [Jen Reiner Marketing Consulting](#)

DIGITAL, BRAND GROWTH & OMNICHANNEL MARKETING EXECUTIVE

Transformational marketing executive with 20+ years leading brand building, omnichannel growth, and integrated marketing for iconic consumer brands across CPG, retail, and food & beverage. Proven track record of modernizing marketing mix and driving profitable growth for heritage and emerging brands through a blend of creativity, data and executional rigor. Deep expertise in insight-led, strategic go-to-market plans, cross-functional collaboration, performance media, P&L ownership and measurement. Path 2 Purchase Hall of Fame Inductee 2020.

Digital & Social Media | E-Commerce & DTC | Search & SEO | Retail Media | Go-to-Market Strategy | CRM & Lifecycle | Insights & Analytics | Performance Marketing | Brand & Creative Strategy | P&L Management | Measurement & KPIs

EXPERIENCE

INDEPENDENT MARKETING CONSULTANT

October 2024 – present

Executive advisor leading GTM & Marketing strategy, brand positioning, digital commerce and omnichannel marketing

SMART EQUINE (acquired by Chewy Feb. '26), Fractional CMO/Performance Marketing, August 2025 – March 2026

- Partnered with CEO to lead enterprise marketing transformation, redesigning org structure and developing marketing and promotional strategy for DTC subscription business for equine supplements, stemming a six-year decline by 5%.
- Modernized marketing mix, implementing end-to-end integrated campaign process and used enhanced audience to align to acquisition and subscription goal while implementing KPIs and scorecards to improve efficiency and ROI.
- Developed CRM and customer segmentation strategy grounded in lifecycle journey mapping and 1st party data to increase retention and LTV.

COUNTRY NATURAL BEEF COOPERATIVE, Marketing Strategy Consultant, April 2026- present

- Building GTM strategy, marketing plan and sell-in story for branded natural beef launch across retail channels.

DAISO USA (Japanese retailer), Marketing Consultant, October 2024 – April 2026

- Lead brand positioning, go-to-market strategy and integrated marketing campaigns to increase brand awareness, drive store traffic, and accelerate revenue across a rapidly expanding U.S. retail footprint.

DEL MONTE FOODS, INC., Walnut Creek, CA

August 2013- March 2024

Vice President, Omnichannel Marketing, January 2022 - March 2024

- Owned \$40m full-funnel, marketing budget leading creative and integrated marketing across all national and retail channels – TV, search, SEO, web, programmatic, social, display, influencer, PR, CRM, web and streaming.
- Developed annual Digital Roadmap and modernized marketing mix leveraging AI-Assisted tools including ChatGBT, dynamic creative, predictive audience targeting, content generation, Meta Advantage +, Google smart bidding and automated search campaigns.
- Led brand frameworks, positioning, brand identity architecture and creative strategy to shape brand storytelling; including the development of the Del Monte brand's purpose and Growers of Good campaign.
- Built and operationalized in-house performance team, improving audience targeting and optimizations, reducing campaign costs by 25% and improving conversion by 15%.
- Led upfront national and retailer media negotiations, marketing mix ROI and sales attribution analysis.
- Spearheaded research projects for brand tracking, A/B testing, concept testing, campaigns and packaging.
- Managed multiple agencies, led major RPFs and delivered \$3M in cost savings.
- Oversaw Creative Services and packaging design, implemented new project management system and outsourced pre-press capabilities for \$500k cost savings.

Senior Director, Ecommerce & Omnichannel Marketing, October 2015 - December 2021

- Built Del Monte ecommerce business from zero to \$80m in four years, owning P&L, digital shelf, content, pricing and customer planning process, while building internal capabilities (PIM/DAM).
- Established Amazon, Instacart and other retailer media businesses, integrating content, ratings/reviews and advertising to drive profitable growth.
- Built retail search using Kenshoo, Instacart, Pacvue and Criteo AI tools for dynamic retargeting and placements driving 10-15% in ROAS.
- Led SEO strategy and leveraged Google Analytics to optimize websites and search performance across all brand sites improving site traffic, 1st page ranking and SOV.

- Redesigned all brand websites (Del Monte, Contadina, College Inn) and launched new sites (Kitchen Basics, JOYBA Bubble Tea, Take Root Organics) on Drupal CMS to improve UX, commerce and PIM integration.

Senior Director, Shopper Marketing & Category Management, April 2015- October 2015**Director, Shopper Marketing, August 2013 - April 2015**

- Developed and implemented new category road map blueprint and led Fruit Category Leadership project resulting in a Healthy Snacking sales story supporting shelving and assortment recommendations.
- Developed shopper team and POS merchandising capabilities earning top 20 position in Kantar's PowerRanking for Shopper Marketing in 2015. Launched a "Healthy Shelf" concept in Tops Markets with shelving changes, shelf communication and video endcap to break down misconceptions about canned vegetables.

COCA-COLA REFRESHMENTS, San Ramon, CA**April 2011 - June 2012****AVP/Group Director, Shopper Marketing**

Led a team of eight Shopper Marketing Managers and Creative Activation Managers building integrated campaigns for National Retail accounts including Safeway, Costco, BJ's, Stater Bros., Smart & Final, and Regional Grocery for West Region.

- Hosted the first "Digital Road Show" for retail demonstrating Coca-Cola's digital capabilities with customers.
- Launched Olympics programming and the first sustaining Coke with Meals Platform in Deli & Grocery for the system at Safeway. Named deli partner by Safeway for thought leadership, insights, and marketing support.

THE CLOROX COMPANY, Oakland, CA**March 2004 - April 2011****Multicultural Team Leader, September 2009 - April 2011****Senior Marketing Manager, Multicultural, August 2008 - September 2009**

P&L business owner of cross-functional team growing sales and share with multicultural consumers in the U.S.

- Developed and executed the company's first Hispanic Sales strategy including customer segmentation, and AMPS objectives (assortment, merchandising, pricing, shelving) to drive results at retail.
- Led research, marketing strategy and integrated marketing communications across Clorox portfolio for all brands which included national media plans (TV, Radio), digital, promotions, grassroots, in-store, media/branded entertainment, and scale platforms. Awarded PMA Bronze Award for Flu Prevention Campaign in collaboration with Dra Aliza Lifshitz from Univision, Launched co-branded ESPN Deportes/Kingsford campaign.

Shopper Marketing Manager, Safeway, Pet Specialty & HEB, April 2006 - August 2008**Shopper Marketing Manager, Walmart/Auto & Glad, March 2004 - April 2006**

Collaborated with cross-functional customer teams to develop insight-driven shopper solutions for assigned customers driving brand sales and share gains.

- Championed Safeway as test partner for Clorox which resulted in custom shopper research (observational, shop-along, intercepts, mission trips and quant study) which was used to develop category growth strategies, in-aisle design concepts and merchandising solutions resulting in two category captaincy wins at Safeway.
- Developed and executed wide range of integrated marketing campaigns at retail including media integrations at Walmart (Overhauled for Auto, Clean Sweep for cleaning and Glad) and Animal Planet at PetSmart.

ADDITIONAL RELEVANT EXPERIENCE**SAATCHI & SAATCHIX, Springdale, AR**

Director of Strategy/Shopper Marketing

The Pillsbury Company/General Mills Inc., Minneapolis, MN

P&L Business Owner/Marketing Manager, In-store Bakery, Associate Marketing Manager, In-store Bakery

EDUCATION

Master of Business Administration (MBA), Marketing, DePaul University, Chicago, IL

Bachelor of Science (BS), Business Administration, Dual Major: Marketing and International Business

Bowling Green State University, Bowling Green, OH

AWARDS

2020 Hall of Fame Inductee Path to Purchase, Who's Who in Ecommerce 2019, Women of Excellence 2018, Who's Who in Shopper Marketing 2020, 2019, 2018, 2017

From: [REDACTED]
To: [Stacia Kierulff](#)
Subject: RE: Alternative Board Member application
Date: Monday, September 21, 2026 10:09:53 AM
Attachments: [image001.png](#)

Hi Stacia,

Thanks for the update! Am I expected to attend, or is more of a notification that the decision will be made then?

It's been a while since we last connected, but I wanted to call out that I've been working with a Beef Co-Op – Country Natural Beef since April. Additional related board experience below:

- New Zealand Marketing & Pear Marketing Boards – I was a Regional Brand Manager selling to grocery stores
- Produce for Better Health Association/Have a Plant Association – over 8 years as Executive Member (merged with International Fresh Produce Association in 2023 at which time we ended our partnership)
- Canned Food Alliance - Executive Member 4 years

Thanks!

Jen Reiner
[REDACTED]

From: Stacia Kierulff <skierulff@avocado.org>
Sent: Monday, September 21, 2026 9:57 AM
To: [REDACTED]
Subject: RE: Alternative Board Member application

Hi Jennifer,

Thank you for your interest in serving on the California Avocado Commission as a Public Member. A meeting of the Executive Committee has been scheduled for September 30 where they will review all Public Member candidate submissions. The meeting details can be found here:

<https://www.californiaavocadogrowers.com/event/cac-executive-committee-meeting-september-2026>

Thank you,
Stacia Kierulff