



CDFA NURSERY ADVISORY BOARD
PROSPECTIVE VOTING MEMBER APPOINTMENT QUESTIONNAIRE
Email resume and questionnaire to: nurseryservices@cdfa.ca.gov

APPLICANT PERSONAL INFORMATION

Name: Seana Day Date: 11/5/24
Mailing Address: [REDACTED]
Telephone Number: [REDACTED] Email: [REDACTED]

PROFESSIONAL INFORMATION

Name of Company (include Nursery License #): Dave Wilson Nursery B5174.001
Location (City and County): Hickman, Stanislaus
How long have you participated in this industry? one year as CEO (7 years as a DWN board member)

List names and dates of industry, trade, associations, and/or programs you are/and/or have been associated with:

F3 Innovate (March-present)

Field to Market TAC (July 2020-present)

Please state the reason(s) you would like to serve on this Board (indicate any areas of individual specialty and/or experience):

Over the last decade I have been a leading contributor to the Ag innovation ecosystem as an investor, advisor to large agribusinesses, publisher of market insights, and frequent speaker. The global exposure to many Ag sectors and business models has given me unique perspectives that can be applicable to the nursery sector. I am passionate about advancing our Ag ecosystem with sustainable, practical innovation to help manage risk and increase profitability. Shifting from BOD to an operational position at DWN has shown many of the challenges (and opportunities) facing the industry and individual nurseries. My diverse experience across the production value chain has driven new management strategies and operational changes at DWN and I would like to share those experiences with others in support of industry progress.

ADDITIONAL INFORMATION

What type of business are you involved with (check all that apply):

☐ Retailer

☐ Landscaper

☒ Producer

List the kinds of nursery stock that you have financial interest in (check all that apply):

☐ General Ornamentals

☐ Annuals/Perennials

☐ Indoor Foliage Plants

☐ Cut Flowers (production & wholesale)

☐ Retailers (large & small business)

☐ Turf/Sod

☐ Sub-Tropical (e.g. citrus, avocado)

☐ Strawberry

☒ IAB Assessed Nursery Stock
(grapevine, fruit & nut trees, olives)

☐ Landscapers (must be licensed to sell nursery stock)

☐ Other (list kinds):

Approximate acreage or number of units within California (circle one): ~800 acres (bareroot + greenhouse)

Signature

11/5/24

Date

SEANA DAY

EXECUTIVE SUMMARY

Seana has over 20 years of investment, M&A advisory and technology experience, focused on emerging growth businesses, representing over \$800 million in completed deals. As a Co-Founder and Partner at Culterra Capital, she is responsible for cultivating deal pipelines, developing trend analysis and commentary, investment strategies, and providing financial and strategic advisory services to stakeholders in the production ag and post-harvest ecosystem. As a result of her work in the AgTech sector, she is a preeminent subject matter expert and speaks on the topic at events globally and in the media.

EXPERIENCE

2023 – Present

Hickman, California

CEO and Chairwoman, Dave Wilson Nursery Inc.

One of the world's largest fruit and nut tree nurseries serving wholesale and commercial growers.

- **Restructuring and Operational Impact:** Orchestrated cross-functional restructuring plan reducing annual costs by \$8M. Overseeing various information systems upgrades, including current ERP implementation of Dynamics 365, emphasizing a culture of data-driven decision-making.
- **Financial Oversight and Strategy:** Strengthened governance and reporting structures while systematically implementing risk mitigation plans. Created a 5-year financial model and strategic plan anchored in competitive advantages and business model innovation.
- **Streamlined Budgeting:** Directed budgeting across multiple divisions with over \$40M annual expenditure. Leveraged expertise in balance sheet recapitalization, profitability analysis, and impactful cost-saving initiatives.
- **Skillful Negotiating:** Demonstrated success negotiating with diverse stakeholders, fostering favorable outcomes and robust partnerships with customers, vendors, and lenders.
- **Strategic Leadership:** Led a 400+ employee workforce, fostering a culture of accountability, collaboration, and professional growth. Implemented conflict resolution techniques, mentorship programs, and streamlined reporting structures.

2013 – Present

New York / California

Co-Founder and Partner, Culterra Capital (merged w/ DH Consulting)

Strategic and financial advisory firm focused on the agriculture, food, and technology sectors.

- **Thought Leadership:** Published landscapes and investment/market analysis across AgTech subsectors including: FarmTech, Livestock Tech, Climate Smart Soil Tech, and Food Supply Chain Tech.
- **Deep Domain Expertise:** Regularly engaged by entrepreneurs, large food/ag and IT corporate development teams, and investors to help develop and implement strategic and financial priorities capitalizing on emerging AgTech innovations.
- **Sector Recognition:** Frequent industry speaker at local, national, and international events in the agriculture and AgTech landscape; featured in Forbes.com, Reuters, AgFunder, Crunchbase, PitchBook and myriad Ag publications.

Key Achievements:

- Architected a complex, financial sponsor led AgTech roll-up strategy focused on specialty crop software and resulted in the acquisition of Radfords Software and AgCode with additional companies in the pipeline.
- Sell-side advisor to QuikOrder in its sale to Pizza Hut. Diligenced, structured, and negotiated terms on behalf of one of Pizza Hut's largest acquisitions. Tripled client's valuation using rigorous, data-driven deal-making expertise.
- Sell-side advisor to OnFarm in its sale to SWIIM Systems and Mavrx (Better Food Ventures portfolio company) in its sale to Taranis.
- Advisor to Fish 2.0, a global platform connecting seafood businesses to investors with a goal of driving social and environmental change in the seafood supply chain.

2016 – 2022

Menlo Park, California

Partner and Investor, Better Food Ventures

Early-stage investment firm focused on AgTech and Food Tech.

- Key leader in Better Food Ventures investment origination and due diligence activities; leveraging network and market acumen to develop AgTech and Food Supply Chain Tech investment strategies.

Key Achievements:

- Maintain a global universe of +3,000 companies across the AgTech and Food Supply Chain sectors, curating regular dialogue among the most promising growth companies.
- Co-Author of whitepaper: *Navigating Investment in a Post-COVID World; Our views on Investing for the Future of Food through Tech-Driven Positive Impact.*
- Active portfolio support to expand customer/ partnership opportunities, drive strategy, mitigate execution risk, and cultivate strategic buyer relationships.

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2015 – 2016

Modesto, California

Managing Director, Centerra Capital

- Led several multi-million dollar transactions for vertically integrated agriculture companies.
- Responsible for capital formation, M&A, strategic advisory origination, and transaction execution for sectors including: agriculture, real estate, and AgTech.
- Advisor to Centerra RE Opportunity Fund formation including capital sourcing and investment origination.

2013 – 2014

London, UK

Head of Operations and Restructuring, Versata Software/Trilogy Enterprises

- Operationally managed six completed acquisitions, and a multi-million dollar legal budget (including three cross-border transactions) through initial diligence, definitive agreement negotiations, post-close integration, and restructuring.
- Coordinated operational restructuring activities including: asset disposal, trade creditor negotiations, HR planning, and IT system integration. Led internal integration teams requiring complex, cross-functional planning and project management.

2010 – 2013

London, UK

Investment Banking Managing Director, America's Growth Capital Europe

- Selected to lead firm-wide European expansion efforts by opening the London office.
- Drove M&A and private placements representing \$250 million in transaction value, principally focused on communications infrastructure, application software, digital media, and wireless / mobile technology companies.
- Managed all aspects of the transaction process including: new business development, client & board communications, due diligence, preparation of marketing materials, valuation analysis, communications with prospective strategic targets and investors, and review of financial and legal documentation.

2005 – 2010

San Francisco, California

Investment Banking Vice President, Ridgecrest Capital Partners

- Directly contributed to over \$300 million in M&A and private placement transactions while with the firm.
- Engaged in a full range of deal activities in support of wireless / mobile, communications infrastructure, digital media, and software-oriented M&A and private placement transactions.
- Authored a monthly Digital Media Newsletter which was disseminated to thousands of industry followers, venture capitalists, and CxO level professionals.

2004 – 2005

Denver, Colorado

Investment Banking Associate, Capstone Headwaters

- Designed and worked with financial models and valuation techniques including discounted cash flow, comparable company, comparable acquisition, and leveraged buyout analyses.

2003 – 2004

Denver, Colorado

Private Equity Analyst, Marsico Enterprises

- Constructed financial models used to assist in the evaluation of private equity investment opportunities.
- Responsible for building sensitivity models used in valuation and capital structure analysis.

2001- 2003

Boulder, Colorado

Investment Consulting Analyst, Robert W. Baird & Company

- Key responsibilities included asset allocation analysis, performance measurement and research utilized in the investment selection process.

SELECT BOARD MEMBERSHIPS

2018 – Present	Board Chair of Dave Wilson Tree Nursery, the largest global fruit and nut tree nursery
2019 – Present	Vice Chair, Stanislaus Community Foundation
2022 – Present	Board Chair of Swan Systems, an Australian-based precision irrigation technology company
2022 – Present	Board Member of F3 Innovate, a Central California-based non-profit advancing AgriFood innovation

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EDUCATION

May 2004 Master of Business Administration: Daniels College of Business, University of Denver, Colorado

December 2000 Bachelor of Arts, Political Science: University of Colorado, Boulder, Colorado

SELECTED TRANSACTION EXPERIENCE

Please see the following page

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Deal List, Board Memberships and Advisory Experience

Principal Investing, Equity Financings, and Mergers & Acquisitions			
Company	Transaction Type	Total Deal Size	Date
Verdant Robotics	Investment: Series A investor in automation / robotics equipment	\$46.5m	2022
Provision Analytics	Investment: Series A investor in food safety digitization technology	\$4.3m	2021
Milk Moovement	Investment: Seed investor in dairytech work flow automation technology	\$3.2m	2021
AgTools	Investment: Seed investor in specialty crop market intelligence platform	Not Disclosed	2020
Afresh	Investment: Series A investor in AI platform for food retailers / food water reduction	\$12m	2020
Bountiful Ag	Investment: Seed investor in permanent crop yield forecasting technology	\$1.7m	2019
FamOp Capital	Investment: Seed investor in niche ag financing platform	Not Disclosed	2019
QuikOrder	M&A Sell-Side: Sale to Pizza Hut (Yum Brands)	Not Disclosed	2018
Mavrx	M&A Sell-Side: Sale to Taranis	Not Disclosed	2018
OnFarm	M&A Sell-Side: Sale to SWIIM Systems	Not Disclosed	2018
International Agriculture Group	Equity Financing: functional ingredient company	\$3m	2016
Update Software AG	Buy-Side / Restructuring: vertical software (cross-border)	\$30-\$40m	2015
Spiral SVS	Buy-Side / Restructuring: vertical software (cross-border)	Not Disclosed	2014
NuView Systems	Buy-Side / Restructuring: vertical software	Not Disclosed	2014
Ista NA	Buy-Side / Restructuring: vertical software	Not Disclosed	2014
Acom Systems	Buy-Side / Restructuring: vertical software	Not Disclosed	2014
Ignite Technologies	Buy-Side / Restructuring: communications software	Not Disclosed	2013
StillSecure	Restructuring: communications software	Not Disclosed	2013
Generix (GCE) Group	M&A Sell-Side: vertical software (cross-border divestiture)	\$15m	2013
Sevenval GmbH	M&A Sell-Side: mobility technology	Not Disclosed	2013
Qumas Ltd.	M&A Sell-Side: healthcare SaaS	Not Disclosed	2013
Atempo	M&A Sell-Side: enterprise storage software	Not Disclosed	2011
Where.com	M&A Sell-Side: digital media	Not Disclosed	2011
Valista	M&A Sell-Side: mobility technology	Not Disclosed	2009
Ascent Services Group	M&A Sell-side / LBO: business services	Not Disclosed	2009
Zi Corp	M&A Sell-Side: mobility technology	\$35m	2009
Changing Worlds	M&A Sell-Side: mobility technology	Not Disclosed	2008
Civcom	M&A Sell-Side: communications technology	Not Disclosed	2008
First Hop	M&A Sell-Side: mobility technology	Not Disclosed	2007
Sensoria	M&A Sell-Side: mobility technology	Not Disclosed	2007
Scanbuy	Equity Financing: mobility technology	\$9m	2006
Swapcom	M&A Sell-Side: mobility technology	Not Disclosed	2006
K2 Optronics	M&A Sell-Side: communications technology	Not Disclosed	2006
Value Plastics	M&A Sell-side / LBO: industrial manufacturing	Not Disclosed	2005
W3i	Equity Financing: digital media	Not Disclosed	2005
Making Memories Wholesale	M&A Sell-side / LBO: consumer goods	Not Disclosed	2005
Non Executive Board Memberships			
Company	Position	Date	
Dave Wilson Tree Nursery	Interim-CEO, Board Chairwoman, Governance Committee	2018-Present	
Stanislaus County Community Foundation	Board Member (Vice Chair), Investment Committee, Grants Committee, Exec/Finance Committee	2019-Present	
Swan Systems	Board Chairwoman	2022-Present	
Savefruit	Advisory Board member	2022-Present	
F3 Innovate	Board Member	2024-Present	
Select Strategic and Industry Expert Advisory			
Company	Type	Date	
Wilbur Ellis	Strategic Advisory	2021-2023	
Cultura Technologies	Strategic Advisory	2021	
Trace Genomics	Strategic Advisory	2021	
Field to Market: Technology Advisory Council	Industry Expert and Advisory Council Member	2020-Present	
Hershey	Industry Expert	2020	
Trimble	Strategic Advisory	2020	
Rabobank	Strategic Advisory	2019	
Mars	Industry Expert	2017-2019	
G3 Enterprises	Industry Expert	2017-2019	
John Potter Specialty Foods	Strategic Advisory	2015-2019	
Fish 2.0	Strategic Advisory	2015-2019	
Western Growers Association	Industry Expert	2016-2018	
LG Electronics	Industry Expert	2018	
California League of Food Processors	Industry Expert	2018	
Dairy Management Inc.	Industry Expert	2016	
AgTech Insight	Strategic Advisory	2016	
Bowles Farming	Industry Expert	2015	
Petsmart	Strategic Advisory	2015	