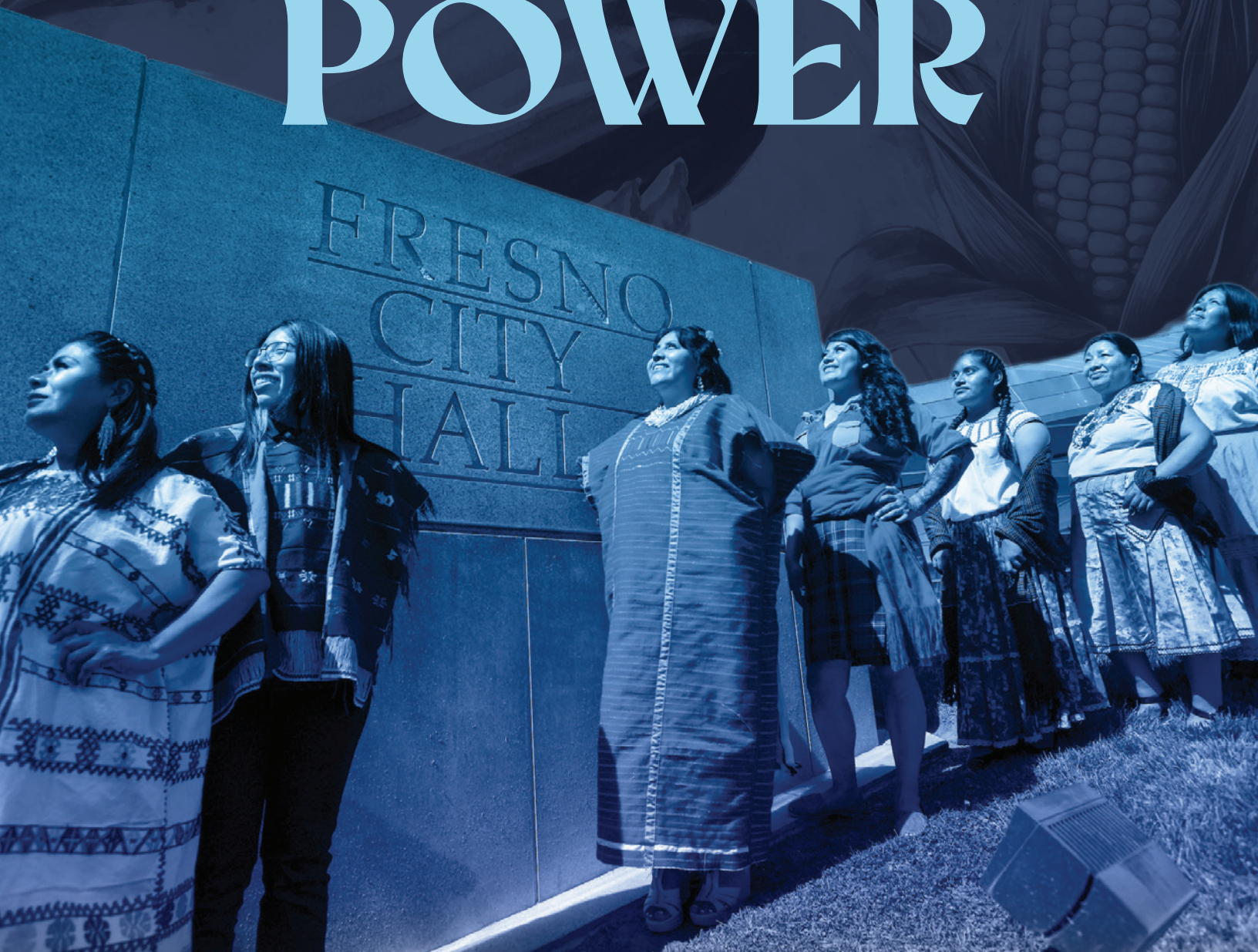




STRATEGIC PLAN
2025-2029

BUILDING INDIGENOUS POWER



WHO WE ARE

Established in 1993 by leaders of the Mixteco community to support Indigenous agricultural laborers and their families in the Central Valley of California, Centro Binacional para el Desarrollo Indígena Oaxaqueño (CBDIO) is **the first and only Indigenous women-led organization that serves Indigenous Mexican immigrant communities** in the Central Valley and Central Coast of California with physical offices in Fresno, Madera, Salinas, and Greenfield. 94% of our staff are representative of the community we serve, many of them bilingual or trilingual – English, Spanish, and their Indigenous language.

We use the term “Indigenous” in this strategic plan while recognizing that this term was originally imposed upon us by European colonizers. We are considering alternatives such as “Original Peoples.” This is part of our struggle for self-definition and self-determination.

We are multilingual, multicultural, and multigenerational, serving families from hundreds of pueblos in Oaxaca, Guerrero, and other states in Mexico. Our staff speak 16 Indigenous languages. We are grandparents, parents, caregivers, and children of Indigenous farmworkers with a wide range of immigration stories, including thousands of bilingual and trilingual first-generation children growing up in the United States.

We are a trusted, grassroots community-based organization meeting our communities’ unique needs. We are the ones government agencies turned to during COVID to support access to resources in multiple Indigenous languages. We mobilized \$4 million in solidarity aid to over 3,000 Indigenous families across nine California counties. We connect and support our community in navigating vital services.

We are Indigenous Farmworkers who bring expertise in sustainable agriculture and a tradition of protecting the Earth. We are the ones in the fields, sowing and harvesting California’s food at the frontline of industrial farming practices and global climate change. Our Indigenous wisdom, lived experience and leadership are essential to building a more equitable and sustainable future for everyone.

We are organizers building Indigenous power to create an economy that works for us, addressing the racial inequalities our communities have been subjected to since colonization. We demand that California agribusiness compensate farmworkers with living wage salaries and benefits. We call on California government agencies to provide farmworkers with safety-net, unemployment, and emergency/disaster assistance programs regardless of citizenship status.

OUR NORTH STAR

Building Indigenous Power

Building Indigenous Power is not new to CBDIO. Since 1993, we have advocated for language justice and equitable access to resources, which has required us to continually confront and build power. While continuing to play a key role in supporting community access and navigating basic services, CBDIO seeks to increase its impact on the fight against structural racism through organizing and power building. We draw inspiration from the Indigenous practice of planting four foods – “the four sisters” – in the same field for an ample harvest that also sustains the land for generations. In our metaphor, chile (organizing), corn (culture), beans (economic justice), and squash (language justice) represent interconnected elements that are viewed as essential roots for fostering community strength and self-determination.



The interdependency of all four elements nourishes each of our Justice Initiatives and sustains the path toward Building Indigenous Power.

OUR VALUES

The strategic planning experience reaffirmed our original vision and mission providing us with additional tools to build Indigenous power. We went deep on distilling our core values throughout the strategic planning process. Values define our identity, beliefs, and priorities – essential for creating lasting change and rooted in our ancestors’ knowledge. These values guide our paths and are centered in everything we do. As a result of a process launched by community members and refined by staff, we focus on the following six core values in this Strategic Plan. The definitions below include other values long held by CBDIO...



Tequio

is our commitment to the common good based on the values of collective work which include solidarity, honesty, transparency, and innovation.



Respect

is our commitment to diversity, which means acknowledging, accepting, and appreciating the cultures, beliefs, and languages of others.



Dignity

is our commitment to equity which means seeing everyone as valued beings regardless of age, ability, origin, or appearance.



Justice

is our commitment to the well-being of all living beings on Earth.



Identity

is our commitment to reclaiming our history and respecting the presence of Original Peoples.



Caring for Mother Earth

is expressed through Guelaguetza, a gathering of Indigenous communities to thank Mother Earth through dance, music, and traditional regalia.

OUR STRATEGIC PLANNING PROCESS

Our strategic planning process began with a dialogue between CBDIO’s founders and our new generation of leaders – a critical component of community asset building. Staff then facilitated focus groups (*Platicas Comunitarias*) with Indigenous community members in Fresno, Madera, Salinas, Lindsay, and Greenfield. The most frequently occurring themes were as follows:

- » The importance of respect for elders.
- » Appreciation for how CBDIO helps them with any problem in their language.
- » The need to have Indigenous language classes.
- » The desire of CBDIO to have more regional offices and/or expand existing space.
- » The importance of traditional clothing, making and wearing.
- » The need for affordable housing & tenants’ rights advocacy.
- » The need for childcare.

We hear our community’s call to continue providing essential services in Indigenous languages, continuing current programming, and always responding to shifting community needs. We will continue to find ways to strengthen the work we are already doing, as well as fundraise, in order to ensure that CBDIO is compensated in a way that reflects

the real cost of our work and breaks the cycle of poverty. This way we will strengthen our capacity to expand our power-building work, which will ultimately address the root causes of our communities’ need for services in the first place.

Our strategic planning process then focused on an all-staff retreat, where all programs reflected on how their work can be strengthened in connecting our direct community service work to power building. Implementation, evaluation, and learning will be a collective responsibility among the staff, board, and community members.

The cornerstone of our 2025-2029 Strategic Plan is launching an Organizing Academy where farmworkers will tap into their power to transform the realities of farm work, pursue language justice, and pass worker – and family-friendly policies at local and state levels. Indigenous farmworkers, alongside CBDIO staff, will take their organizing and policy advocacy skills to the next level. We are inspired by the metaphor of the Four Sisters in the cornfield where the corn, beans, squash, and chile are planted together to mutually benefit one another, resulting in the highest and most nutritional yield possible. The Strategic Plan’s four sisters – our roots – are Culture, Language Justice, Economic Justice, and Worker Organizing from which spring forth our various programs and initiatives.



In the coming years, our Organizing Academy will be housed in the first **Indigenous Farmworker Center** in the nation on land that is owned by our community. We envision the Center as a multigenerational campus that includes language and leadership development, a farming school, and ancestral ways of being. The creation of the Indigenous Farmworker Center will bring us full circle to our ancestral knowledge of having a caring relationship with the land and one another. We will transform the narrative from viewing Indigenous people as unskilled and undervalued workers to cultural, agricultural, and linguistic experts.

The following section provides more details on our Road Map toward Building Indigenous Power. Highlights include:

- » Launching an Organizing Academy
- » Focusing on 6 Strategic Justice Initiatives:
 - Economic Justice
 - Language Justice
 - Worker Justice
 - Health Justice
 - Education Justice
 - Immigration Justice
- » Achieving measurable impact economically, socially, and ecologically
- » Supporting community self-sufficiency
- » Identifying institutions to collaborate with and challenge if necessary



BUILDING INDIGENOUS POWER



MISSION

Building Indigenous power through collective action to achieve economic, social and cultural development



VISION

Achieve the well-being, justice and self-determination of Indigenous communities



VALUES

Tequio * Dignity * Respect * Justice * Identity * Care for Mother Earth

Our Priorities

Over the next 5 years, we will...

1

Build an Organizing Academy

With roots in organizing, economic and linguistic justice, and rich Indigenous cultures, we will launch an academy that gives our staff and families the tools to organize community power and lead our community.

2

Build our organizing infrastructure

Through strategic growth, visibility, and the acquisition of our own building called the **Indigenous Farmworker Center** we will grow as a thriving organization widely respected by allied organizations and governments, making an impact on future generations.

Our Justice Initiatives



Economic Justice

Achieve systems that guarantee the well-being of Indigenous families regardless of their immigration status or origin.



Language Justice

Respect, dignity and the right for people to maintain their native language.



Worker Justice

Workers take collective action to demand value and respect for themselves and their work.



Health Justice

Advance self-sufficiency among Indigenous communities to navigate systems, lead, and share ancestral knowledge.



Education Justice

Build a resilient and self-sufficient community.



Immigration Justice

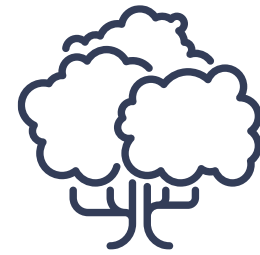
Immigration status does not limit an individual's freedom to seek their well-being.

Our Impact

As an Indigenous community we will gain POWER in ALL systems and our identity will be recognized and valued:

- » That systems and policies are effective for the Indigenous community
- » Strong and equitable social safety net
- » Fair wages that sustain families
- » Safe and healthy working conditions
- » Community wealth generation
- » Better linguistic and culturally appropriate access to health services
- » Ecological sustainability
- » More leadership and organizational capacity
- » Greater sense of respect and social belonging
- » Retention of Indigenous languages and culture
- » Thriving families

ECONOMIC JUSTICE



Achieve systems that guarantee the well-being of Indigenous families regardless of their immigration status or origin.



5-year Priorities for Collective Action

Advocate for Affordable Housing with rent stabilization in our counties

Support child care advocacy

Organize and promote an economy that works for Indigenous communities:

- » Meetings for labor power development
- » Government representation
- » Technology and agriculture
- » Business opportunities
- » From agricultural workers to farmers (sustainable)



Impact of Economic Justice

- » Greater leadership capacity to create changes in economic development systems, ensuring that they are effective for the Indigenous community
- » Greater sense of respect and social belonging
- » Affordable housing
- » Generation of community wealth
- » Ecological sustainability
- » Prosperous families

LANGUAGE JUSTICE



Respect, dignity and the right for people to speak their native language.



5-year Priorities for Collective Action

Train more interpreters in different Indigenous languages in key systems, including:

- » School districts (Greenfield, Madera, Fresno, Salinas)
- » Clinics and hospitals - Concentrated in Fresno/Madera, Natividad in Salinas, and Monterey County DPH clinics
- » Judicial system and public security

Increase access to language services without barriers or stigma in all public spaces

Recognize and have accredited Indigenous interpreters



Impact of Language Justice

- » More leadership capacity to create change in community systems to be effective for the Indigenous community
- » Greater sense of respect and social belonging
- » Retention (keeping alive) Indigenous languages and cultures
- » Strong and equitable social safety net
- » Create other employment alternatives for the Indigenous community

WORKER JUSTICE



Workers take collective action to demand value and respect for their work and oneself.



5-year Priorities for Collective Action

Equitable allocation of resources and Indigenous representation for community needs.

Influence the policies and practices of the Department of Labor

- » Cal Osha
- » LCO
- » ALRB
- » EDD
- » H-2A Worker Program

Collaboration with coalitions

- » Create minimum wage coalition in Monterey County
- » California Farmworker Coalition - CFC

Establish an Indigenous Farmworker Center



Impact of Worker Justice

- » More leadership capacity to create changes in the labor system so that it is effective for the Indigenous community
- » Greater sense of respect and social belonging
- » Fair wages that support families
- » Safe and healthy working conditions
- » Compliance with labor standards
- » Social safety net that is strong and equitable

HEALTH JUSTICE



Advance self-sufficiency among Original/ Indigenous Peoples to navigate systems, lead, and share ancestral knowledge.



5-year Priorities for Collective Action

Organize health clinics and hospitals in Monterey, Madera, and Fresno counties to provide interpretation, have Indigenous workers and better cultural sensitivity

Educate the California Department of Social Services on how to serve the Indigenous community in areas of mental and women's health

Organize groups of Indigenous mothers and facilitate cultural workshops with the Indigenous community

Demand better services from the Mexican Consulate

Be part of health coalitions at the state and federal level to increase the income limit on MediCal and Covered CA



Impact of Health Justice

- » More leadership capacity to create changes in the health system that are effective for the Indigenous community
- » Greater sense of respect and social belonging
- » Strong and equitable social safety net
- » Improved language and culturally appropriate access to health services

EDUCATION JUSTICE



Build a resilient and self-sufficient community.



5-year Priorities for Collective Action

Continue working with the Salinas school system to expand the Indigenous language program in other counties: Greenfield - Fresno - Madera

Organize parents in the Greenfield, Salinas, Fresno, and Madera school districts to advocate for Indigenous children

Inform parents about the educational system in the U.S. to advance the education of their children and ensure that they can actively participate in decisions to improve the education of their students in the school district



Impact of Education Justice

- » More leadership capacity to create changes in the educational system to be effective for the Indigenous community
- » Greater sense of respect and social belonging
- » Retention of Indigenous languages and culture
- » Prosperous families

IMMIGRATION JUSTICE



That immigration status does not limit the freedom to seek well-being.



5-year Priorities for Collective Action

Provide immigration services in each office

Obtain accreditation from the US Department of Justice for the organization

Provide information in native languages

Organize a voting campaign to educate and identify representatives

Offer immigration law school mentoring

Collaboration with organizations that offer deportation defense services



Impact of Immigration Justice

- » More leadership capacity to create changes in the immigration system so that it is effective for the Indigenous community
- » Greater sense of respect and social belonging



Sometimes in life,
we must be like
a spider patiently
working to create
a way to catch
our dreams. Like
a spider sets up
its web and waits
patiently to catch
its prey, we must
continue to restore
our broken dreams,
bringing beauty out
of the ashes of lost
dreams. – spider

—
Rigoberto Hernandez,
CBDIO staff



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