ANNUAL REPORT /2025/

Strengthening Coastal & Desert Resilience



CEDO

Centro Intercultural de Estudios de Desiertos y Océanos

Medio Ambiente y Comunidad CEDO

CEDO Intercultural Center for the Study of Deserts and Oceans

CEDO Intercultural
Annual Report

STRENGTHENING COASTAL DESERT RESILIENCE

CEDO Intercultural is a unique collaboration between U.S. and Mexican nonprofit organizations that, inspired by a shared vision, mission, and strategic programs, bring together resources and expertise to offer realistic environmental and community-based solutions. These efforts recognize, respect, and advance the cultural, socio-economic, and biological interconnections between Mexico and the United States in the Sonoran Desert ecoregion and the Northern Gulf of California.

Strengthening Coastal & Desert Resilience

In 2025, CEDO the Intercultural Center for the Study of Deserts and Oceans reached a pivotal moment of convergence. The agenda this year was driven by a single, guiding conviction: conservation only succeeds when it is built on a foundation of social justice, rigorous science, and radical collaboration focused on three strategic pillars: Global Policy Influence, Community Empowerment, and Cross-Border Conservation.

Building a Bridge Between the Global and the Local

The challenges facing our oceans and our precious deserts where nature knows no borders, and neither does our leadership. This year, CEDO stepped onto the world stage at the UN Ocean Conference and the IUCN World Conservation Congress and the Salazar Center International Symposium, advocating for the "Blue Transformation." We brought the voices of artisanal fishers to the Mexican Senate and participated in the Vaquita Marina Cruise, ensuring that high-level policy is always grounded in the biological reality of our waters.

Dignity in the Blue Economy

One of the most rewarding moments of this year was standing in Ejido Rodolfo Campodónico to inaugurate the new processing plant for the "Mujeres del Desierto y Mar." This facility is more than just infrastructure; it is a monument to economic agency. By formalizing cooperatives we are demonstrating that protecting the environment is the most effective way to protect local livelihoods.

Innovation Through Traditional Knowledge and Science

In 2025, we blurred the lines between high-tech innovation and ancestral wisdom. We launched AI-driven fisheries forecasting in partnership with Penn State University while simultaneously organizing the IV Regional Festival of Sustainable Fisheries (FRPAS) in Nayarit. As Secretary of the FRPAS Committee, I witnessed firsthand how thousands of families across the Gulf are unifying under a shared vision of a "Blue" future—one where data-driven management meets the traditional knowledge of those who know the sea best.

The Road Ahead

As we look toward 2026, our mission is clear. We will continue to expand our network of Fishing Refuge Zones, protect the "last safeguard" of our desert fish, and empower the next generation of leaders through the Rotary Youth Leadership programs.
CEDO is no longer just observing the change; we are architecting it. Thank you for standing with us as we navigate this journey between the desert and the sea.



Bridging the Gap Between Science and Traditional Knowledge

In 2025, we proved that data from the Atlantis Ecosystem Model and the traditional knowledge of our fishers are two sides of the same coin. By integrating AI with community logbooks, we are giving our partners the tools to predict their future rather than just react to it."

Resilience Through Inclusive Governance

Conservation only works when it is just. This year, our focus on socio-environmental justice—from formalizing women's cooperatives in Bahía San Jorge to participating in the National Group of Women Protected Area Councilors—ensured that those who depend most on the sea have the strongest voice in its protection.

Scalable Conservation (The 30x30 Vision)

With the Fishing Refuge Zones under progrees to be officialized, CEDO is a leading contributor to Mexico's 30x30 global conservation goals. We are demonstrating that protected areas can be a source of economic prosperity, not a barrier to it.

Nature Know's no borders

In 2025, our work transcended geographical and political lines. From the Senate floors in Mexico City to the UN Ocean Conference, we carried a clear message: the health of the Sonoran Desert and the Gulf of California is a singular, interconnected system that requires binational courage and local leadership.

Empowering the Invisible Army

The inauguration of the Campodónico processing plant was more than a ribbon-cutting; it was a testament to the power of the Blue Economy.' By investing in the women and youth of our coastal communities, we are turning conservation into a driver of economic dignity.

Data-Driven, Community-Led

Our participation in the Vaquita monitoring and the Sonoyta River exploration proves that science belongs in the hands of the people. Whether through AI-driven fisheries forecasting or traditional knowledge shared at the FRPAS festival, CEDO is bridging the gap between high-tech research and ancestral wisdom.

As we look toward 2026, our vision is to evolve from protecting nature to architecting resilience. We aren't just monitoring the Gulf; we are building a 'Digital Twin' of its future through AI and Atlantis. We aren't just supporting fishers; we are catalyzing a Blue Economy' where women and youth lead the market.

In 2026, CEDO will bridge the gap between global policy and local prosperity, ensuring that the Sonoran Desert and the Gulf of California remain a vibrant, living legacy for generations to come. The horizon is wide, and we are ready to sail.

Dra. Nélida Barajas Acosta
Executive Director, CEDO

CONTENTS

six *Board* of Directors

seven *Our* Team / *Partners* and Collaborators

eight *Donnors*

nine *From Our* Strategic Areas

ten *Conservation* & Citizen Science

twelve *Sustainable* Fisheries & Aquaculture

fourteen *Community* Wellbeing

seventeen *Science* & Ecosystem Management

nineteen *Educa*tion

twentytwo *CEDOXperiences* & Academic Services

twentyfour *FRPASBCS* 2025

twentyeight *Our* Impact

thirty *Our* Numbers

BOARD OF DIRECTORS

U.S. *Board*

Debra Colodner,
Acting President
Garret Smith,
Acting Vice President
James M. Harkin,
Treasurer
Kim Freidah,
Secretary
Dan Kozen,
Board Affairs, Executive Committee
Donna Whitman,
Member
Erik Lee,
Member

Associate *Members*

Annette Felix
Christine Flanagan
Ellen McMahon
Gina Murphy-Darling
Jeff Hartman
Julie Xelowski-Brooker
Kevin Bonine
Ron Barber
Sarah Mesnick
Robert G. (Bob) Varady

Mexico *Board*

C.P. Lorenzo Cuadras Rojo
President
Herme D. Velázquez López
Vice President
Daniel Luna Peinado
Secretary
Edda Fernández
Eddie Juárez
Isela Gamboa
Martín Martínez
Martha Judith Román
Rafael González-Franco
Rosy Z. de Rendón
Shandra Keesecker
Azucena Mazón

Advisors

Miguel Ángel Cisneros Mata,
Institutional Member
Luis Fueyo Mac Donald,
Scientific Advisor
José Ernesto Bermejo,
Legal Advisor

OUR TEAM

STAFF

Abelardo Castillo,
Senior Specialist in Social Geography and Wildlife
Alma Gpe. Valdenebro,
Deputy Director of Administration and Finances
Angeles Sánchez,
Biodiversity Conservation and Citizen Science Manager
Eleazar López,
Academic Services and CEDO Xperiences Manager
Elia I. Polanco,
Community Wellbeing Manager
Eliud A. Flores, *IT Specialist*
Hem Nalini Morzaria-Luna,
Principal Researcher and Coordinator for Climate Change and Ecosystem Management
Juan Carlos Barrera,*Program Deputy Director*
Kay Hoening,
Senior Development Specialist
M. Lourdes Fernández, *Festival Coordinator*
Mario Jesús López Castro, *Gift Shop Specialist*
Nélida Barajas, *Executive Director*
Paloma A. Valdivia, *Education Manager*
René D. Loaiza,
Fisheries and Aquaculture Manager
Socorro González
Communications Specialist

PARTNERS AND COLLABORATORS

Alani Anna *Alas Weakley*, **Camila Ariatna** *Fierro Hernández*, **Catalina Mariel** *Olvera Flores*, **David** *Petatán Ramírez*, **Diana Guadalupe** *Madero Cota*, **Ernesto Alonso** *Gastélum González*, **Rafael Javier** *Durán Reyes*, **José Refugio** *Salazar Rodríguez*, **Gabriela** *Cruz Piñón*, **Christian** *Salvadeo*, **Héctor** *Reyes Bonilla*, **Janely Guadalupe** *Camacho Sosa*, **Leonardo** *Vázquez Vera*, **Claudia Rebeca** *Navarrete Torices*, **Lizbeth** *Baeza Aguirre*, **José Manuel** *Dorantes Hernández*, **Consuelo** *Arceaga Lamas*, **Manuel de Jesús** *Muñoz Espinoza*, **María Fernanda** *Fuentes Zendejas*, **Mikayla Isabel** *Miller*, **Naily Dariana** *López Gil*, **Sebastián Alejandro** *Seldner Fraijo.*

DONORS

AFD
AGENCE FRANÇAISE DE DÉVELOPPEMENT

Resilience INITIATIVE

FMCN
FONDO MEXICANO PARA LA CONSERVACIÓN DE LA NATURALEZA, A.C.
INSTITUCIÓN PRIVADA

RÍO ARRONTE
FUNDACIÓN

ARIZONA-SONORA DESERT MUSEUM

Alumbra innovations Foundation

Smart FishAC
Rescate de valor de la pesca responsable

the David & Lucile Packard FOUNDATION

Sonoran Resorts
Puerto Peñasco, Mexico
www.SonoranResorts.mx

RedE América México

Google

FONNOR
Fondo Noroeste y Occidente

INVERSIÓN SOCIAL
de Fundación Monte de Piedad

Emile & Irene Boilard Memorial Fund

RESOURCES LEGACY FUND®
CREATIVE SOLUTIONS. LASTING RESULTS.

CEC
CCA
CCE

Ocean Conservancy®

MUJERES DEL DESIERTO Y MAR

SCLFF

NATIONAL PARK SERVICE

Nacional Monte de Piedad.

GLOBAL GREENGRANTS FUND
Where change takes root

Marisla foundation

Tom Motsinger
H. Diane Wright
Jim Harkin

Pro Esteros
Porque aún es tiempo

Binney Foundation

Leuthold Foundation

FUNDACIÓN TICHI MUÑOZ

WWF

FROM OUR STRATEGIC AREAS




CONSERVATION

CONSERVATION & CITIZEN SCIENCE

The Conservation department focused on the protection of endangered desert aquatic species and the strengthening of regional environmental governance.



by CEDO

KEYWORD

Conservation, species, ecosystems, wildlife, citizen science, sea turtles, whales, least tern, sea lion, freshwater desert fish.

• **Species Recovery:** Managed 6 ex situ conservation refuges (ponds) for native fish of the Sonoyta River. These refuges served as a critical safeguard, housing 2,057 Sonoyta pupfish (Cyprinodon eremus) and 18 Sonoyta longfin dace (Agosia chrysogaster).

• **Wildlife Monitoring:** Conducted systematic monitoring that registered 1,200 sea lions, 7 fin whales, 18 adults, 34 nests, and 64 eggs of Least Tern in Morua, 237 adults, 73 nests and 121 eggs in Bahía San Jorge and 12 adult ospreys.

• **Turtle Conservation:** Facilitated the successful release of 59 sea turtles through community-supported protection programs.

• **Regional Governance:** Actively participated in Natural protected areas (state and federal) Advisory Council meetings.

• **Scientific Contributions:** Published research in The Waterbird Society on the current status and distribution of Least Tern breeding in the Gulf of California, Mexico.


SUSTAINABLE
STEPS



by CEDO

SUSTAINABLE FISHERIES & AQUACULTURE

This pillar focused on market-based sustainability and the professionalization of the small-scale fishing sector.

KEYWORD

Empowerment, capacity building, value recovery, Fisheries Improvement Projects, Fishing Refuge Zones Network.

- **Fishery Improvement Projects (FIPs):** Advanced the sustainability of key local species, including 107 tons of crab and 45 tons of white clam harvested under FIP protocols.

- **Fish refuge zones (FRZ):** Promoted the consolidation of the Puerto Peñasco-Puerto Lobos Corridor covering 64,301 hectares, contributing significantly to Mexico's 30x30 conservation targets.

- **Technological Innovation:** Scaled the use of digital logbooks for the Corvina fishery to ensure data transparency and real-time monitoring.

- **Infrastructure:** Managed the rehabilitation and equipping of 3 processing plants in Campodónico, Puerto Peñasco, and Golfo de Santa Clara to add value to local seafood products.



XELIBRIG

COMMUNITY WELLBEING

CEDO prioritized socio-environmental justice and the economic empowerment of coastal residents.



by CEDO

KEYWORD

Sustainable community development, resilience, collaborative action, education, safe water, disaster risk reduction, community awareness, first responders, climate justice, community participation, access to information.

• **Women's Empowerment:** Formally established the "Mujeres Procesadoras de Pescados y Mariscos de Bahía San Jorge" cooperative, providing training and infrastructure to integrate local women into the seafood value chain. Support was provided to the "Mujeres Artesanas del Golfo de Santa Clara" to access new markets and improve their income. Three workshops were conducted to reduce the digital gender gap and support women in advancing their productive projects.

• **Community Resilience:** Projects focused on socio-environmental justice were implemented in four communities in the northern Gulf of California, with an emphasis on equitable access to resources. Through community organization processes, the social fabric was strengthened, promoting inclusion and equitable participation through structures that advance community governance.



by CEDO

• **Strategic Alliances:** A collaboration agreement was signed with the San Felipe City Council, Baja California, to align sustainable resource use, environmental education, and community and economic development by integrating community-driven actions into the Municipal Development Plan. Additionally, through the Economic and Community Development Committee of the Upper Gulf of California, regional priorities were advanced collaboratively by more than 25 representatives from communities, authorities, and organizations.

• **Integrated Community Water Security Model:** In six communities, water security was strengthened by improving physical water infrastructure and reinforcing social infrastructure. Active community participation in local water committees enhanced sustainability of water resources. In addition, a replicable model was developed, adaptable to diverse community and environmental contexts.

• **Community Resilience to Climate Change:** Three community-based risk prevention and reduction committees were consolidated in three communities in the Upper Gulf of California, strengthening their linkage with municipal and state authorities. This was accomplished under an integrated approach that combines resilience, local governance, and capacity building for the prevention and response to climate-related events.

• **Youth Empowerment:** Technical, communication, financial literacy, and skills for the use of sustainable resources are developed for young mothers who have not had access to higher education, enabling them to build community-based livelihoods and advance inclusive, locally driven entrepreneurship.



CEDO Intercultural
Annual Report

SCIENCE & ECOSYSTEM MANAGEMENT

Scientific research in 2025 bridged the gap between complex modeling and collaborative science for actionable decision making.



by CEDO

KEYWORD

Climate change, research, artisanal fisheries.

• **Ecosystem Model Development:** Developed initial data for the expansion of the Atlantis ecosystem model to cover the entire Gulf of California, providing a powerful tool to simulate climate change impacts and other management scenarios on the marine ecosystem.

• **Community vulnerability:** Collaborated to determine the vulnerability of fishing communities to climate change across Mexico and the risk to fisheries.

• **AI application to fisheries:** Utilized Artificial Intelligence to forecast fisheries catch and assess the vulnerability of fishing communities to environmental shifts.

• **Scientific Contributions:** Published research in international journals regarding ecosystem health, climate change and fisheries.


Coleman



by CEDO

EDUCATION

The "School of the Sea" focused on certifications of labor competencies, strengthening technical and soft skills and environmental stewardship of our community partners.

KEYWORD

Working skills, certification, capacity building, good fishing practices, added value, women entrepreneurs

• **Certifications of Labor Competencies:** Issued 51 professional certifications, with a focus on "Good Practices in Handling Fishery Products" (39 certifications) and "Small-Scale Fisheries Monitoring" (6 certifications). Promoted the certification in “Special Civil Protection Plans” for 3 members of CEDO staff.

• **Supporting youth involved in community service and professional internships**, including students from UNISON, CETMAR-PEÑASCO, and Montessori High School.

• **Strengthening the Capacities of Desert and Sea Women:** Strengthened organizational, technical and digital strengthening and soft skills through a comprehensive approach.

• **Youth Engagement:** Strengthened the leadership and technical skills of 74 high school students, 80 undergraduate students in gastronomy and more than 100 elementary school students through specialized workshops.

CEDO ESCUELA DEL MAR



• **International Coastal Cleanup:** Organized this event for the 24th time in 4 communities in the region, mobilizing and increasing awareness of 963 volunteers to remove 17.95 tons of waste from 30 critical coastal sites.

• **Clean Beach Certification:** Contributed to the recertification of Sandy Beach under the NMX-AA-120-SCFI-2016 standard through the implementation of the Action Plan for the Protection of Flora and Fauna.



CEDO EXPERIENCES

CEDO XPERIENCES & ACADEMIC SERVICES

This department successfully translated CEDO's mission into immersive public engagement and revenue-generating services.

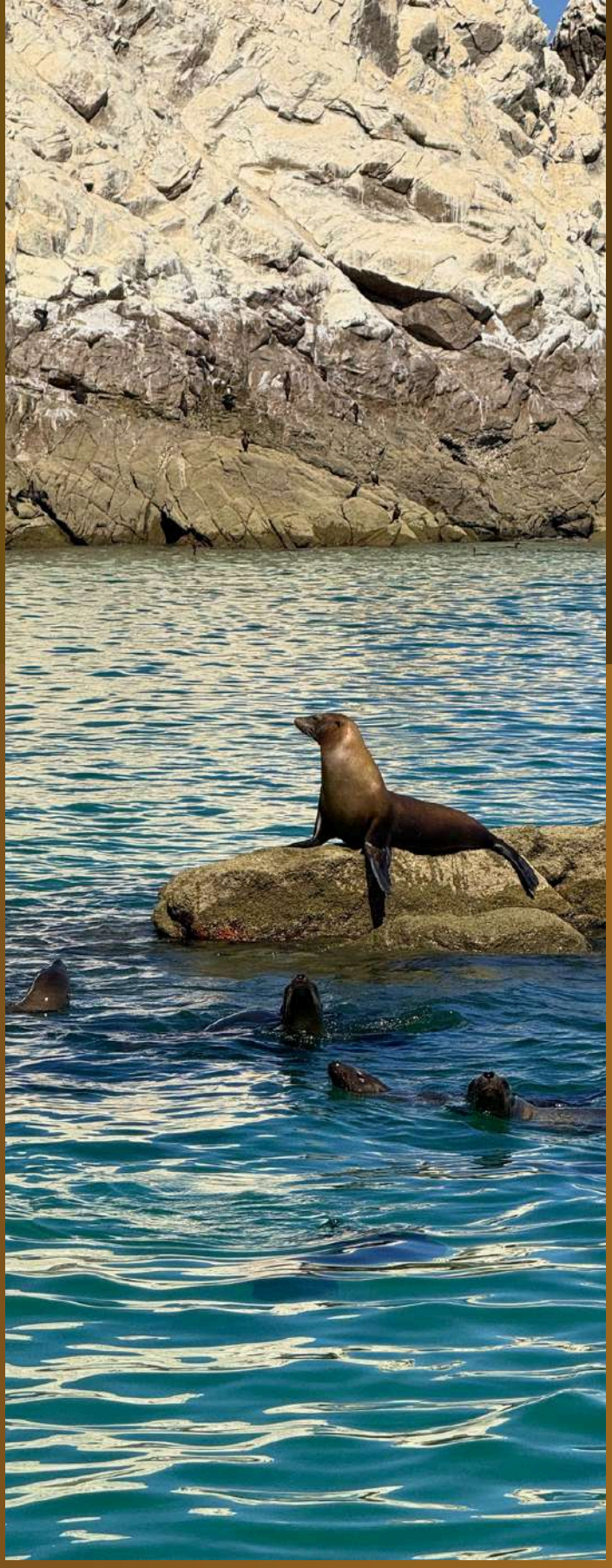
KEYWORD

Academic services, experiences, outdoorism, connections.

- **Increased Visibility:** Realized a 129% increase in total visitors and a 231% increase in organized groups compared to the previous year.

- **Tourism Outreach:** Conducted 432 educational tours and activities, engaging 1,556 participants in the natural history of the Sonoran Desert and Gulf of California.

- **Field Station Hosting:** Provided academic services and housing for 1,200 students from 13 different schools, fostering the next generation of researchers and conservationists.




Nayarit
SECRETARÍA DE DESARROLLO RURAL
FESTIVAL REGIONAL DE PESCA
Y ACUACULTURA SOSTENIBLE
NAYARIT 202
A EDICIÓN - NAYARIT 2025

IV REGIONAL FESTIVAL OF SUSTAINABLE FISHERIES AND AQUACULTURE (FRPAS) 2025

Held in San Blas, Nayarit, the 2025 edition of FRPAS served as a strategic platform for dialogue and action within the small-scale fishing and aquaculture sectors of the Gulf of California. The event focused on the "Blue Transformation" framework promoted by the FAO.

KEY ACHIEVEMENTS AND IMPACT

• **Regional Integration:** The festival consolidated a shared regional agenda, integrating scientific research with traditional local knowledge.

• **Capacity Building:** Advanced community capabilities in critical areas such as traceability, technological innovation, and fair commercialization.
• Fishery Improvement: Strengthened the implementation of Fishery Improvement Projects (FIPs) and ecosystem-based management models.

• **Inclusive Governance:** Promoted more robust organizational models and territorial governance led by local fishers and producers.

• **Youth and Climate Resilience:** Prioritized the involvement of younger generations in developing climate adaptation strategies to ensure the sector's long-term sustainability.

KEYWORD

Sustainable fishing, aquaculture, oceanic transformation, public policy, marine ecosystems, cooperation, technological innovation, fishery refuges, sustainability, economic development, climate change adaptation, coastal communities, environmental conservation.

STRATEGIC VALUE FOR STAKEHOLDERS

• **Community Support:** The event strengthened local leadership and improved productive practices for thousands of families in the Mexican Northwest.

• **Investment Opportunity:** For donors, the festival represents a proven model of regional cooperation that generates tangible social and environmental benefits.

• **Future Outlook:** The 2025 event established a roadmap for continuing to deepen efforts in fair trade, organizational stability, and biological conservation.




FESTIVAL REGIONAL DE PESCA
Y ACUACULTURA SOSTENIBLE
NAYARIT 2025
MAÑANA
COMIENZA UNA
NUEVA HISTORIA
¡Por un Mar Sostenible!
twentyseven
Nayarit
NUESTRA LEALTAD Y COMPROMISO
San Blas
CEDO
innovacionesAlumbra

OUR IMPACT

SOCIAL IMPACT

CEDO's social impact is centered on empowering marginalized coastal groups, professionalizing traditional trades, and fostering community-led governance. By bridging the gap between scientific conservation and local livelihoods, CEDO has transformed environmental protection into a vehicle for social justice and economic stability.

The social impact of your work can be categorized into four key areas:

1. Empowerment of Women in the "Blue Economy".

2. Professionalization and Dignified Labor.

3. Socio-Environmental Justice and Resilience.

4. Youth Leadership and Educational Equity.

CEDO is building a generational legacy by providing high-quality environmental and technical education to regional youth.

ENVIRON MENTAL IMPACT

CEDO's environmental impact is defined by a transition from reactive conservation to proactive, ecosystem-based management. CEDO's work has created a "safety net" for endangered species while simultaneously protecting the vast marine corridors of the Northern Gulf of California.

The environmental impact can be broken down into three primary levels:

1. Prevention of Extinction.

2. Large-Scale Habitat and Ecosystem Protection.

3. Advanced Climate and Ecosystem Science.

SUMMARY OF REACH (2025)

- Direct Beneficiaries: 1,339 people (including 738 women).
- Indirect Impact: Approximately 5,356 family members benefited from improved income, infrastructure, and resources.
- Community Presence: Active projects and support in 10 communities in the Northern Gulf of Califonia, including indigenous groups and rural ejidos.

OUR IMPACT

SUMMARY OF ENVIRONMENTAL FOOTPRINT (2025)

• Total Protected Area Influenced: Over 64,300 hectares of marine territory.

• Waste Removed: 17.95 tons of marine debris.

• Endangered Fish Population: 2,075 individuals protected in specialized shelters.

• Strategic Advisory: 15 technical consultations provided for wildlife and habitat management.

• Citizen science and community monitoring of biodiversity: partnered with tourism developments and residents of Puerto Peñasco in programs such as Comite de vigilantes ambientales de PROFEPA

ECONOMIC IMPACT

CEDO's economic impact is driven by a "Blue Economy" strategy that focuses on adding value to local products, professionalizing labor, and securing international investment for regional infrastructure.

CEDOs work is moving coastal communities from a model of raw extraction to one of sustainable value-creation. The impact is structured across the following four economic pillars:

1. Infrastructure Development and Capital Investment.

2. Market Access and Value-Added Products.

3. Professionalization and Workforce Efficiency.

4. Economic Resilience and Risk Mitigation.

ECONOMIC FOOTPRINT SUMMARY

Direct Household Impact: Improved technical and business capacities for approximately 95 key producers (35 women, 60 men) across 4 major fisheries.

Tourism Growth: Achieved a 129% increase in visitors and a 231% increase in groups for CEDO Xperiences, which funnels tourism revenue directly into conservation and community programs.

Job Creation: Supported employment through the Jóvenes Construyendo el Futuro program and professional service contracts for local evaluators and monitors.

OUR NUMBERS

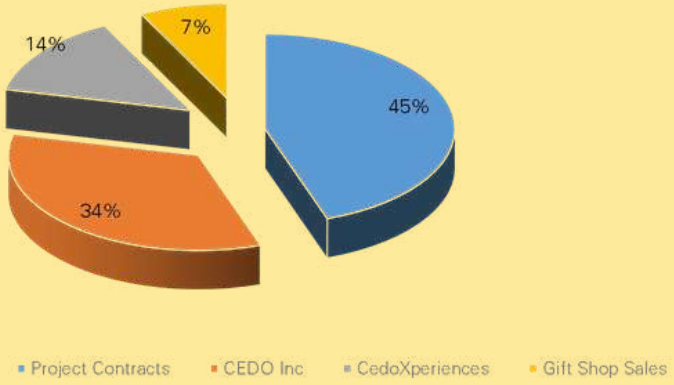


CEDO2025

Mexican Pesos

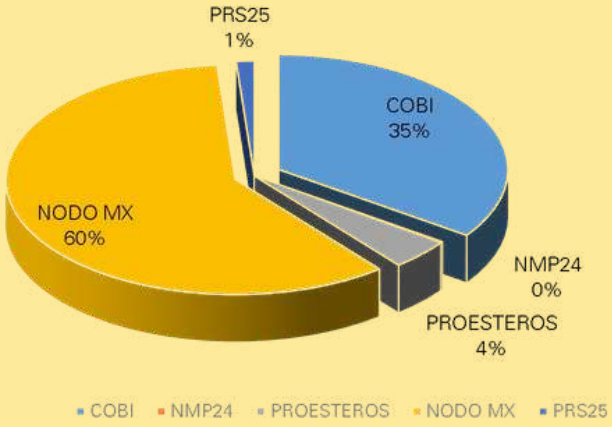
	Current Year Current Period
REVENUES	
Project Contracts	1,223,862.66
CEDO Inc	927,627.50
CedoXperiences	382,427.01
Gift Shop Sales	204,514.57
Revenues	2,738,431.76

CEDO REVENUES 2025



PROJECTS	
COBI	409,370.37
NMP24	2,492.27
PROESTEROS	50,000.00
NODO MX	702,000.00
PRS25	15,000.00

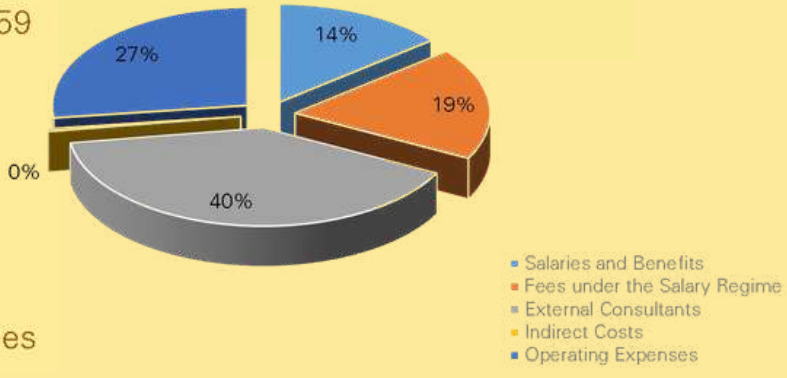
CEDO PROJECTS 2025



EXPENSES			
Salaries and Benefits		Salaries and Benefits	327,774.43
Fees under the Salary Regime		Fees under the Salary Regir	427,468.20
External Consultants		External Consultants	923,895.63
Overhead Costs		Indirect Costs	9,731.45
Operating Expenses		Operating Expenses	625,603.41
Expenses	2,314,473.12		
Excess or (Deficiency) of	423,958.64		

CEDO EXPENSES 2025

Salaries and Benefits	-5,541.59
Fees under the Salary Regime	
External Consultants	
Indirect Costs	
Operating Expenses	
Expenses	



Excess or (Deficiency) of Revenues over Expenses

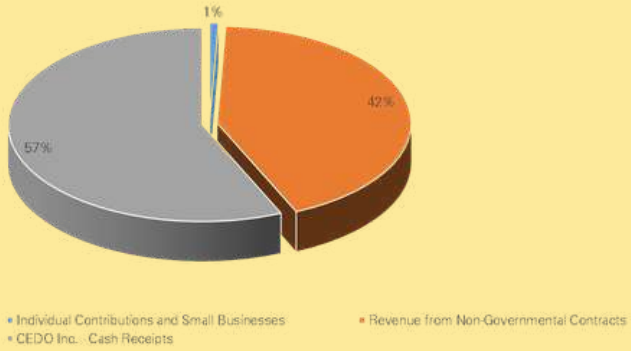
thirty

CEDO2025

Mexican Pesos

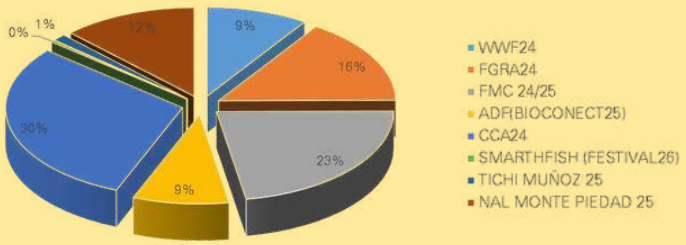
		Current Year Current Period
REVENUES		
	Individual Contributions and Small Businesses	54,221.57
	Revenue from Non-Governmental Contracts	3,252,659.23
	CEDO Inc. - Cash Receipts	4,326,311.28

MAC REVENUES 2025



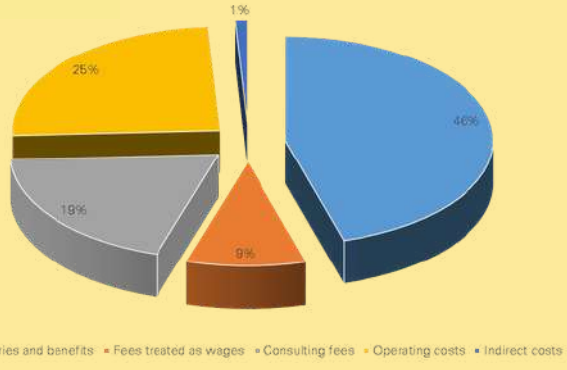
PROJECTS	
WWF24	301,600.00
FGRA24	508,730.00
FMC 24/25	728,907.57
ADF(BIOCONECT25)	285,000.00
CCA24	978,421.66
SMARTHFISH	10,000.00
TICHI MUNOZ 25	40,000.00
NACIONAL MONTE PIEDAD 25	400,000.00

MAC PROJECTS REVENUES 2025



REVENUES	7,633,192.08	
EXPENSES		
Salaries and Benefits		3,421,443.00
Assimilated Salaries and Fees		699,691.50
Consulting		1,462,642.33
Overhead		70,296.73
Operating Expenses		1,867,943.20
Expenses	7,522,016.76	7,522,016.76
Excess or (Deficiency) of Revenue over Expenses	109,375.32	

MAC EXPENSES 2025



EXPENSES	
Salaries and Benefits	3,421,443.00
Fees Treated as Wages	699,691.50
Consulting Fees	1,462,642.33
Operating Expenses	1,867,943.20
Indirect Costs	70,296.73

thirtyone

PHOTO CREDITS

thierry meier

corentin largeron

anthony adu

soheil jalili

hannah reding

unsplash

ocv puerto peñasco

mesa community college

cedo