



Local Agency Formation Commission of Napa County
Subdivision of the State of California

1754 Second Street, Suite C
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We Manage Local Government Boundaries, Evaluate Municipal Services, and Protect Agriculture

Agenda Item 9 (Recognition)

TO: Local Agency Formation Commission

PREPARED BY: Brendon Freeman, Executive Officer *B F*
Dawn Mittleman Longoria, Assistant Executive Officer *DML*

MEETING DATE: December 4, 2023

SUBJECT: CALAFCO Annual Conference Report

SUMMARY

LAFCO's state organization, CALAFCO, held their Annual Conference on October 18-20 in Monterey. It provided an excellent opportunity to network and learn from each other. Representing Napa LAFCO were five Commissioners, one staff member, and counsel.

Recognition

Chair Mohler and Commissioner Leary were both appointed to two-year terms on the CALAFCO Board of Directors representing the Coastal Region. In addition, the Commission and members of staff received the following achievement awards:

- Assistant Executive Officer Dawn Mittleman Longoria – Lifetime Achievement Award
- Colantuono, Highsmith & Whatley – Associate Member Achievement Award
- Napa LAFCO Commission – Mike Gotch Excellence in Public Service: Protection of agricultural and open space lands and prevention of sprawl for actions related to the Green Island Vineyard (special recognition to former Commissioners Diane Dillon, Brad Wagenknecht, and Ryan Gregory for their contributions to this project)

The press release announcing the two successful Board elections and three achievement awards is included as Attachment One. The CALAFCO 2023 annual conference program with speaker bios is included as Attachment Two. Notably, Assistant Executive Officer Longoria serves as CALAFCO Deputy Executive Officer for the Coastal Region and was responsible for facilitating regional roundtable discussions and assist with regional elections. In addition, Executive Officer Freeman contributed to two of the conference sessions titled “What’s New with New or Extended Services Outside Jurisdictional Boundaries?” and “LAFCO Dynamics”.

ATTACHMENTS

- 1) Press Release
- 2) CALAFCO 2023 Annual Conference Program with Speaker Bios

Margie Mohler, Chair
Councilmember, Town of Yountville

Anne Cottrell, Vice Chair
County of Napa Supervisor, 3rd District

Kenneth Leary, Commissioner
Representative of the General Public

Beth Painter, Commissioner
Councilmember, City of Napa

Belia Ramos, Commissioner
County of Napa Supervisor, 5th District

Eve Kahn, Alternate Commissioner
Representative of the General Public

Mariam Aboudamous, Alternate Commissioner
Councilmember, City of American Canyon

Joelle Gallagher, Alternate Commissioner
County of Napa Supervisor, 1st District

Brendon Freeman
Executive Officer



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PRESS RELEASE

**LOCAL AGENCY FORMATION COMMISSION OF NAPA COUNTY
 WINS BIG AT CALAFCO ANNUAL CONFERENCE**

The Local Agency Formation Commission (LAFCO) of Napa County was honored for exceptional achievement in multiple areas at the California Association of LAFCO's (CALAFCO) annual meeting on October 19, 2023, winning three notable awards and reigning triumphant in the election of two commissioners to the CALAFCO Board of Directors.

Napa LAFCO's distinguished day began with two of the commissioners winning their elections for seats on the CALAFCO Board of Directors. Napa LAFCO Chair Margie Mohler was reelected to her fourth term as a city member and was also elected as Chair of the CALAFCO Board. Napa LAFCO Commissioner Ken Leary won his first term on the CALAFCO Board as a public member. Both of their two-year terms commence immediately and expire in October 2025.

Napa LAFCO's success continued into the evening by winning a prestigious award for agricultural preservation and excellence in public service for their actions related to Green Island Vineyard.

The second recognition was the Associate Member Achievement Award for Colantuono, Highsmith & Whatley, PC (CHW), a longstanding Associate Member whose attorneys routinely volunteer for all things CALAFCO. Their insight, assistance, and contributions to CALAFCO improve the work, education, and problem solving of all 58 LAFCOs throughout California. Napa LAFCO's legal counsel, Gary Bell with CHW, was on hand to accept the award.

The third award of note is the Lifetime Achievement Award for Dawn Mittleman Longoria, Napa LAFCO's Assistant Executive Officer. Her career spanning over four decades is a testament to an unwavering dedication to LAFCO's mission and willingness to spearhead important work contributing to LAFCO operations and the broader CALAFCO community. Dawn's work as a consultant for fire districts and her many other accomplishments validate her expertise in facilitating local government improvements. Dawn's experience, skills, and desire to contribute meaningfully have benefitted all regions throughout California.

For additional information, please contact Napa LAFCO staff by email at info@napa.lafco.ca.gov or telephone at 707-259-8645.

Margie Mohler, Chair
 Councilmember, Town of Yountville

Beth Painter, Commissioner
 Councilmember, City of Napa

Mariam Aboudamous, Alternate Commissioner
 Councilmember, City of American Canyon

Anne Cottrell, Vice Chair
 County of Napa Supervisor, 3rd District

Belia Ramos, Commissioner
 County of Napa Supervisor, 5th District

Joelle Gallagher, Alternate Commissioner
 County of Napa Supervisor, 1st District

Kenneth Leary, Commissioner
 Representative of the General Public

Eve Kahn, Alternate Commissioner
 Representative of the General Public

Brendon Freeman
 Executive Officer



Dawn Mittleman Longoria
Receiving her Lifetime Achievement Award



The Napa LAFCO Commissioners and Assistant Executive Officer
Dawn Mittleman Longoria celebrating their win.



Commissioner Mariam Aboudamous



CHW Legal Counsel to Napa LAFCO Gary Bell.

Join Us at the
2023 CALAFCO ANNUAL CONFERENCE

Hyatt Regency Monterey Hotel And Spa On Del Monte Golf Course
 1 Old Golf Course Road, Monterey, CA 93940

TUESDAY – OCTOBER 17, 2023

2:00 p.m. Monterey Bay Coastal Bike Tour

WEDNESDAY – OCTOBER 18, 2023

7:00 a.m. Registration Opens

7:15 a.m. Mobile Workshop

10:00 a.m. LAFCo 101: Building on the Basics of LAFCo

1:30 p.m. Conference Opening

2:00 p.m. General Session: What's New with New Or Extended Services Outside Jurisdictional Boundaries?

3:15 p.m. Break

3:30 p.m. General Session: Reimagining LAFCo: Staying Relevant in Changing Times

5:30 p.m. CALAFCO Reception

7:00 p.m. Dinner on Your Own

THURSDAY – OCTOBER 19, 2023

7:00 a.m. Breakfast

8:00 a.m. Regional Caucus Meetings and Elections

9:15 a.m. CALAFCO Annual Business Meeting

10:30 a.m. Break

10:45 a.m. Attorney and Regional Roundtables

12:00 p.m. Lunch

1:45 p.m. BREAKOUT SESSIONS

1) LAFCo Dynamics

2) Your Community's Fire Service: Top Notch or Ticking Time Bomb?

3:15 p.m. Break

3:30 p.m. BREAKOUT SESSIONS

1) When the Crystal Ball Hits the Wall

2) Guiding Adrift Agencies Back on Course

6:00 p.m. Pre-dinner Reception

7:00 p.m. Dinner and Awards

FRIDAY – OCTOBER 20, 2023

7:00 a.m. Breakfast

7:30 a.m. CALAFCO Board of Directors Meeting

9:00 a.m. General Session: Municipal Services in the 21st Century

10:15 a.m. Break

10:30 a.m. General Session: LAFCOs and Special Districts: A Look at the History, Current Challenges, and Future Opportunities Among These Agencies

12:00 p.m. Conference Adjourns

REGISTRATION IS NOW OPEN. Visit
<https://bit.ly/23Conference> today!

ABOUT THE SPEAKERS

Gary Bell — Shareholder, Colantuono, Highsmith, and Whatley

Gary is a Shareholder of Colantuono, Highsmith, and Whatley law firm. He currently serves as City Attorney for multiple Northern California Cities and towns as well as General Counsel for LAFCo of Napa County, Upper Valley Waste Management Agency, Garden Valley Fire PD, Pine Grove CSD, River Pines PUD, and the First 5 Yuba Commission. His practice covers municipal law and public law, including matters involving LAFCos. Before joining CH&W, Gary served as City Attorney for the City of Firebaugh and advised municipal clients throughout California on a wide range of issues, including counties, cities, school districts, and special districts. Gary graduated from UC Santa Cruz with a B.A. in psychology. He received his J.D. in 2012 from the UC Davis School of Law. While at Davis, Gary worked as a law clerk in the Governor's Office of Legal Affairs and as a legal extern at the Placer County Superior Court.

Bob Braitman — Retired Executive Officer, Ventura LAFCo

Bob specializes in the provision of services by local agencies, fiscal analysis, local government reorganizations and jurisdictional relations. He began his public service career working for 24 years in the Ventura County Executive Office providing budget review and administrative analysis. He is one of LAFCos' longest serving Executive Officers, having served as an Executive Officer in four counties for a total of 40 years.

Jaron Brandon — Supervisor, County of Tuolumne

Jaron Brandon, one of our state's youngest county leaders, serves as the District 5 Supervisor for Tuolumne County, California, a region nestled in the Sierra Nevada foothills that encompasses the towns of Columbia and Jamestown. Brandon focuses on key issues

such as affordable housing, economic development, citizen access to government, public safety, and forest management, always looking to prepare and empower his community for the next generation. Brandon has also served on the Tuolumne County LAFCo for two years.

Marsha Burch — Attorney, Law Office of Marsha A. Burch

Marsha is an attorney representing a wide range of public and private clients, environmental groups, tribes, special districts, agricultural growers, developers, citizen groups and individuals. Her focus lies in matters involving natural resource and environmental law, water rights, water quality, and land use under municipal, state, and federal laws. She has been advising LAFCos and special districts for over 15 years and has significant experience with CEQA compliance and litigation.

Shannon Costa — Deputy Executive Officer, Butte LAFCo

Shannon serves as the Deputy Executive Officer of Butte LAFCo. She has 10 years of planning experience, including time with the City of Chico and the County of Tehama. Shannon graduated from CSU Chico with a Bachelor's degree in Human Geography with an Option in Planning. In her personal life, Shannon enjoys golfing and house projects with her husband and young daughter.

Paula De Sousa — Partner, Best Best & Krieger LLP's Special District Practice Group

Paula is a partner in Best Best & Krieger LLP's Special District practice group, based out of the firm's San Diego office. Paula joined BBK upon graduating from the University of the Pacific, McGeorge School of Law. Paula practices in most areas of public agency representation, including the CKH Act. Paula serves as legal counsel to San Bernardino LAFCo, assistant legal counsel to Orange LAFCo,

and serves as general counsel to several special districts in San Diego County (agencies providing sewer and water services). She advises CALAFCo as assistant general counsel, assists in drafting legislation on CALAFCo's behalf, and regularly advises other public agency clients with respect to LAFCo-related issues. She is the primary author of several "white papers" utilized by LAFCos and public agencies throughout the state on changes in law impacting changes of organization and reorganizations.

Ron Duncan — General Manager, Soquel Creek Water District

Ron has served as the General Manager (GM) of the Soquel Creek Water District for eight years, and as the Conservation Manager before that. Ron also sits as a Trustee of the WaterReuse California (WRCA) Board of Trustees, and sits on the American Water Works Association Utility Council. Ron's professional career has always focused on water and spans both the private and public sectors. He holds a B.S. in Geology, an M.S. in Hydrology, an MBA, and has completed a fellowship in an Executive Master's program for organizational leadership titled "Positive Leadership and Strategy." In 2018, Ron received the recognition of Certified Special District Manager from the Special District Leadership Foundation.

Brendon Freeman — Executive Officer, Napa LAFCo

Brendon is a Napa native who served as LAFCo Analyst from 2008 to 2015 before being appointed as Executive Officer. Brendon earned an undergraduate degree in economics with a minor in statistics from UC Davis. Brendon is a graduate of Leadership Napa Valley Class 33 and is an active member of the Napa Sunrise Rotary Service Club. Brendon is married and has one son.

Jason Fried — Executive Officer, Marin LAFCo

Jason is the Executive Officer for Marin LAFCo and before that, he served as Executive Officer for the San Francisco LAFCo. Prior to working for LAFCo, he worked in Washington, D.C., at the White House, Department of Interior, and on Capitol Hill. Jason has worked on land use issues in the California desert.

Leslie J. Girard — County Counsel and Risk Manager, County of Monterey

Leslie serves as the Monterey County Counsel and County Risk Manager, a position that he has held since October 2019. Prior to that appointment, he also held positions as the Chief Assistant County Counsel and Assistant County Counsel. As Chief Assistant County Counsel, he assisted County Counsel in overseeing operations of the office and advising Monterey County LAFCo, and other special districts. Leslie received his B.A. from San Diego State University in 1978, majoring in Political Science with a minor in Economics, and his J.D. from Georgetown University Law Center in 1981.

Brian Helmick — Deputy Fire Chief, Contra Costa County Fire Protection District

As the Deputy Chief of the Contra Costa County Fire Protection District (CCCFPD), Brian possesses over 27 years of experience in fire protection and emergency response. His leadership role in successful fire reorganization and involvement in various statewide service agencies provide unique insights into the importance of MSRs for fire agencies.

Uma Hinman — Executive Officer, Mendocino LAFCo

Uma is the President of Hinman & Associates Consulting, Inc., as well as the Executive Officer for Mendocino LAFCo. She brings over 20 years of experience as a land use and environmental planner in Northern California,

ABOUT THE SPEAKERS

and is an accomplished project manager, consistently demonstrating her ability to work collaboratively with clients, agencies and stakeholders. Uma's broad experience includes land use and water planning for local government agencies, LAFcos, special districts, and Integrated Regional Water Management (IRWM) groups; grant management and administration; emergency action planning; and regulatory compliance. Additionally, Uma's background includes watershed research, biological and water quality monitoring field work, and firefighting for CALFIRE. With a B.S. in Environmental Science from Humboldt State University (emphasis in Watershed Management), she continues to hone her skills through continuing education courses, workshops and conferences.

**Carolanne Ieromnimon —
Local Government Analyst II,
San Diego LAFCo**

Carol Ieromnimon has been an Analyst with San Diego LAFCo since November 2021. She is a Master of Public Administration graduate from Cal State University Long Beach and a UCR alumni. Outside of work, she enjoys reading, exercising and cooking.

**Peter Johnson — Commissioner,
San Joaquin LAFCo**

In addition to being a LAFCo Commissioner, Peter also serves as the Director of both the Westgate Center for Leadership and Management Development and the Institute for Family Business in the Eberhardt School of Business at the University of the Pacific. He founded the Institute for Family Business in 1997. Prior positions include Executive Vice President of Marketing and Sales for a national financial services firm, Executive Director of The Business Incubator, and founder and owner of several businesses in California. Peter is an educator, consultant and speaker, who works with for-profit, nonprofit, government

agencies and family businesses throughout North America to develop leadership solutions to business challenges. He is often quoted in the media and for seven years wrote a monthly leadership article for The Business Journal. Peter received his MBA from the University of the Pacific and a B.S. in Management from San Diego State University.

**SR Jones — Executive Officer,
Nevada LAFCo**

SR Jones has worked with Nevada LAFCo since 1992 and has served as the Executive Officer of Nevada LAFCo since 1993. SR has also been involved with CALAFCO since 1994, serving on the Legislative Committee and several Program Committees. In 1997, and again in 2008, she was appointed Deputy Executive Officer. She served as Executive Officer of CALAFCO from 1998 until 2000, and again from 2009 to 2011. She received a degree in History from UC San Diego and currently resides near Nevada City.

**Michael Kelley — Commissioner,
Imperial LAFCo**

Mike is a lifelong resident of Imperial County and a graduate of Imperial Valley College and San Diego State University, Imperial Valley Campus. He has been employed by the County of Imperial for the past 49 years; 10 years at Probation and Corrections as Juvenile Detention Officer, Deputy Probation Officer, Assistant Superintendent Juvenile Hall, Superintendent Juvenile Hall, and Director of Juvenile Facilities, and 10 years as Court Administrator/Jury Commissioner for Superior and Municipal Courts of Imperial County, 17 years as Chief Probation Officer, and 12 years as a member of the Board of Supervisors for District 3. Mike has served four terms on the Board of Supervisors, including three times as Chairman of the Board. He serves as Board Director for California Association Local Agency Formation Commissions (CALAFCO) and Commissioner

for the Imperial Local Agency Formation Commission.

**Yoriko Kishimoto — Commissioner,
Santa Clara LAFCo**

Santa Clara LAFCo Commissioner Yoriko Kishimoto has served on Santa Clara LAFCo since 2013 and chairs the Technical Advisory Committee for its Countywide Fire Service Review. She is also the current president of the Midpeninsula Regional Open Space District and the former Mayor of the City of Palo Alto. Over her tenure in public service, Yoriko has served on the Board of Directors for the Santa Clara Valley Transportation Authority and on the Bay Area Air Quality Management District that oversees clean air regulations in the 9-county Bay Area region. She holds an MBA from Stanford University. Yoriko's extensive experience in public service, climate protection, and innovative approaches to building a green economy makes her an invaluable addition to the panel.

**Kurt Latipow — Vice President
Emeritus, AP Triton**

With 40 years in Public Safety and over 27 years in Public Administration as a Fire Chief and Chief Officer, Kurt Latipow brings extensive expertise to the table. His experience in developing and implementing emergency and strategic plans, Standards of Cover Analysis, and other vital processes will offer valuable guidance during the session.

**Kenneth Leary — Commissioner,
Napa LAFCo**

Ken was first elected to the American Canyon City Council in 2012 and reelected in 2016. He received a B.S. in Recreation and Leisure Studies, as well as an MPA in Public Policy from California State University East Bay. His professional employment history includes the Naval Air Station Alameda, City of Oakland Parks and Recreation, and the Town of Yountville, where he served as Community Services Director.

In 2016, Ken was appointed to Napa LAFCo as a City Member. He went on to serve on the ad hoc Budget and Outreach subcommittees. He served as Napa LAFCo Chair in 2020. When he chose not to seek a third term on City Council in American Canyon, he left the Commission temporarily and returned in 2021 when he was appointed as the Public Member. While on the City Council, Ken was an active member of the League of California Cities, Mayors, and Council Members Department, North Bay Division. He also served on the Community Services Policy Committee and the African American Caucus.

**Stephen Lucas — Executive Officer,
Butte LAFCo**

Stephen is the Executive Officer for Butte LAFCo and has more than 27 years of LAFCo and land use planning experience. He is the CALAFCO Executive Officer on the CALAFCO Legislative Committee, serves on numerous other CALAFCO workgroups, and holds a Bachelor of Arts in Geography and a Master of Arts in Geography and Urban Planning from the California State University of Chico. Before joining LAFCo, he worked as a Land Use Planner for the County of Butte, serving as staff to the Planning Commission and Airport Land Use Commission. Aside from his professional pursuits, he has served his community for eight years on the City of Chico Airport & Parks Commission, as well as on the board of several local leadership development programs, and has served for three years as the Board Chair of a K-8 charter school.

**Kai Luoma — Executive Officer,
Ventura LAFCo**

Kai joined the Ventura LAFCo in 2007 and has served as Executive Officer since 2014. Before joining LAFCo, Kai was a senior planner for the City of Santa Clarita, where one of his responsibilities was overseeing the city's frequent annexation proposals. He has also been

ABOUT THE SPEAKERS

a planner with the City of Roseville, Nevada County, and San Joaquin County. Kai holds a Bachelor's degree in geography and a Master's degree in public administration.

**Russ Melton —
Chair, Santa Clara LAFCo**

Russ is the Chairperson of the Santa Clara LAFCo, where he has served since 2017. He has also served on the Sunnyvale City Council since 2016, where he was Vice Mayor in 2018. Prior to that, Russ served on the Sunnyvale Planning Commission for 4 1/2 years, including 2 1/2 years as Chairperson. Consequently, he has a deep appreciation for land-use planning as a critical tool in public policy. Russ also serves as board Chairperson for the Silicon Valley Regional Interoperability Authority (SVRIA), a JPA that owns and operates the interoperable regional communications system used by first responders and emergency personnel throughout Santa Clara County. Russ worked for 20 years in various finance and management roles in the high-tech industry and prior to that served in the United States Navy. Russ has an MBA from Santa Clara University and an undergraduate degree from Cal Poly - San Luis Obispo.

Joshua Nelson — Partner, Best Best & Krieger LLP

Josh is a member of Best Best & Krieger LLP's Municipal Law practice group and provides city attorney and general counsel services to cities, special districts and joint powers authorities. Representative clients include Santa Cruz LAFCo, North Tahoe Public Utility District, Sonoma Clean Power and Soquel Creek Water District. In addition to his general counsel practice, Josh assists public agency clients with proceedings before local agency formation commissions. This includes annexations, detachments, consolidations and other reorganizations. Josh also serves

as the office managing partner for Best Best & Krieger LLP's Sacramento office.

Thomas Nisbet — Associate Partner, IBM Cognitive and Advanced Analytics in State and Local Governments

Thomas leads IBM Cognitive and Analytics offerings for IBM Consulting Public Markets. His experience and focus are concentrated on assisting Government entities in AI-driven customer service transformations and advanced analytics. With over 15 years of experience, he prioritizes leading teams to deliver business and technical results through partnership-driven governance models.

Paul Novak — Executive Officer, Los Angeles LAFCo

Paul Novak is the Executive Officer for Los Angeles LAFCo, a position he has held since January 2011. He served as the Planning Deputy to Los Angeles County Supervisor Michael Antonovich from 2003 to 2010. Mr. Novak has over 30 years of experience in local government and land-use planning, is a Consulting Zoning Hearing Officer for the City of Pasadena, and teaches land-use planning for several universities. He has a B.A. in Political Science from Claremont McKenna College and a Master of Real Estate Development from the University of Southern California.

Kyle Packham — Advocacy & Public Affairs Director, California Special Districts Association

Kyle joined the California Special Districts Association (CSDA) in 2010. As Advocacy and Public Affairs Director, Kyle oversees CSDA's lobbying, grassroots, and public relations efforts on behalf of its more than 1,300 members who provide essential local services to millions of Californians. Before coming to CSDA, Kyle served on staff in the State Capitol, working in both the Assembly and Senate. Kyle also gained local government

experience with Eastern Municipal Water District, where he worked in legislative affairs — among other departments. Kyle is an alumnus of the Jesse M. Unruh Assembly Fellowship; he possesses a Master of Public Administration degree from the University of Southern California and a B.A. in Political Science and Speech Communication from Pepperdine University.

Joe Serrano — Executive Officer, Santa Cruz LAFCo

Joe earned a double major in Finance & Accounting from Cal State University, Fullerton, and has over 14 years of LAFCo experience. He began his LAFCo career as an intern for Orange LAFCo in 2008 and was their analyst until 2013 before he started expanding his LAFCo knowledge with other LAFCos, including San Bernardino, San Diego, and Monterey. Today, he is now the Executive Officer of Santa Cruz LAFCo.

Keene Simonds — Executive Officer, San Diego LAFCo

Keene was appointed LAFCo Executive Officer in September 2017 and is responsible for overseeing the agency's regulatory and planning responsibilities consistent with Commission policies. Keene previously served as LAFCo Executive Officer in the San Francisco Bay Area (Marin and Napa Counties) along with holding different positions with a private consulting firm in Beverly Hills, California and a non-profit organization in Philadelphia, Pennsylvania. Keene holds undergraduate and graduate degrees from Pepperdine University and University of Southern California, respectively. Previous activities also include serving as a Board member for Marin Space and the California Urban Forest Council. Keene and his family live in Old Escondido.

Jennifer Stephenson — Co-founder/Principal, Policy Consulting Associates (PCA)

Jennifer is a co-founder and principal of Policy Consulting Associates (PCA) where she is responsible for the overall direction of the projects, regional and municipal research analysis, and financial analysis. Her technical expertise includes benchmarking, performance evaluation, municipal budgeting, survey design, statistics, and economic modeling. She has also co-authored incorporation studies, annexation studies, and infrastructure needs assessments. Prior to establishing PCA, Jennifer was a research associate with Burr Consulting where she conducted performance evaluation studies of fire, water, and wastewater providers in Amador, Butte, Calaveras, and Yuba counties. She has analyzed transportation, air quality, water quality, open space, and park infrastructure needs in the 187-city Southern California region. Jennifer has served as an education analyst in the City of Los Angeles Mayor's Office and a statistical analyst at the UCLA Research Center. Jennifer earned her Master's degree in Public Policy from Pepperdine University where she was a Frostmann Scholar.

Dr. Keith Taylor — Assistant Professor of Cooperative Extension & Community Economic Development, UC Davis

Dr. Keith Taylor is an Assistant Professor of Cooperative Extension & Community Economic Development at UC Davis. He works directly and co-creatively with changemakers, urban planners and economic developers, and a range of business development interests to build community solutions to bring about communal economic development policies and hybrid enterprises, such as co-operatives, nonprofits, B-corps, small businesses, and associations.