



JASON WIENER|P.C., A PUBLIC
BENEFIT CORPORATION

PUBLIC BENEFIT REPORT

20

23

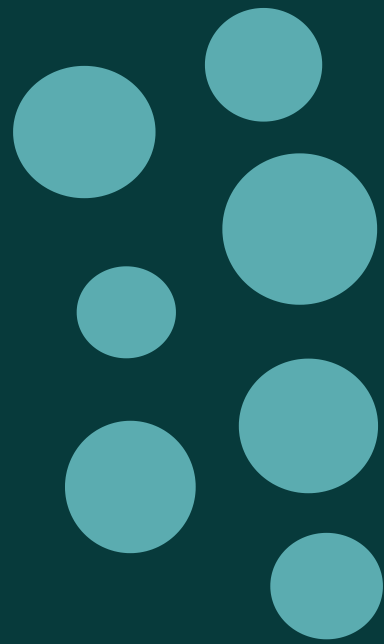
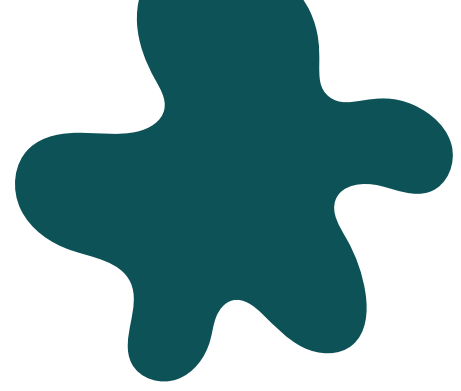


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ABOUT THE FIRM

Jason Wiener|p.c. ("JWPC") is proud to be Colorado's first Public Benefit Corporation to become a certified B Corp. With roots in the justice, solidarity, labor, and conservation movements, we started this firm in 2014 as our platform to work with our clients as collaborators and partners in our mission to make an impact.

We are a social enterprise legal and business consulting firm for mission-driven companies. We bring structural legal and financial design to business ownership, fundraising, and operations. We think creatively about how to harness democratic business models to advance social, economic, & environmental change.

Our intention at JWPC is to work within the capitalist system that we inherited to maximize opportunities for wealth creation and income growth not just for the privileged few, but for all, by using "market-based" enterprise models, with a specific emphasis on cooperatives.

We seek to develop deep and lasting relationships with our clients by getting to know their culture and vision, meeting with key staff and informal leaders, and striving to provide customized, efficient, and dynamic advice. We collaborate with clients to solve problems and provide accessible and responsive client service.

FIND OUT MORE

A MESSAGE FROM JACQUE

As we reflect on the events and achievements of the past year, we are delighted to present our 2023 Public Benefit Report. In a year marked by change and growth, our organization remained steadfast in our commitment to advancing social justice, sustainability, and inclusive governance practices. In this era of non-stop “unprecedented” challenges, we embraced opportunities to evolve and expand our impact.

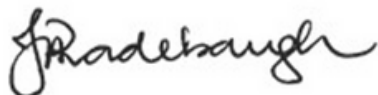
In 2023, our team experienced significant changes and welcomed two exceptional individuals. Nathan Sisodia, an attorney with extensive expertise in real estate, intellectual property, and social enterprise law, joined our ranks, enriching our capabilities and deepening our commitment to serving diverse client needs. Additionally, we were thrilled to admit Kayla Adiletto as a paralegal, enhancing our operational efficiency and reinforcing our dedication to providing comprehensive support to our clients.

Throughout the year, our team came together to participate in various conferences and events aimed at developing our substantive expertise, advancing cooperative principles, and fostering collaboration within our industry. From the MAPS conference in Denver, to cooperative gatherings in Ohio, and team meet-ups in New York, we seized every opportunity to engage with colleagues and fellow practitioners and exchange insights that drive positive change.

Amidst our collective endeavors, we witnessed remarkable growth and achieved significant milestones. We continued to advise on employee ownership conversions and facilitated the formation of **4 new cooperatives**. We helped clients raised more than **\$16,000,000 in funding**. As stewards of responsible business practices, we remain committed to empowering organizations to thrive while prioritizing the well-being of all stakeholders.

Looking ahead to 2024, we are filled with optimism and determination. As we navigate the opportunities and challenges that lie ahead, we remain steadfast in our mission to promote equity, sustainability, and share ownership and governance, and provide services that delight our clients.

With gratitude for your continued support,



Jacqueline R. Radebaugh

FIRM VALUES

Our firm values speak to our underlying intent and core principles.



01 — Timeliness & Responsiveness

We strive to provide meaningful responses in a timely fashion. You will always rest assured that your matter is receiving the attention it needs and that you will receive a timely response, even if just a personalized confirmation of receipt.



02 — Mission Matters

Your matter will never be reduced to a wrought task and you will never receive one-size-fits-all advice. We strive to provide tailored counsel that seamlessly incorporates your organization's mission and values. Your mission will always remain top of mind in our dealings and we will always advise you of potential threats to your mission.



03 — Open Communication

We will communicate openly and candidly with you and we expect the same in return. Nothing is gained in our trust-based relationship if you do not feel you can be open or if do not feel you are receiving candid feedback. While always respecting the sensitivity and confidentiality of your matter, we will encourage you to openly communicate with your organization's stakeholder.



04 — Entrepreneurship

We strive to work with entrepreneurial people who want to create positive impact for the world. We respect entrepreneurs who are willing to think big, act boldly, and strive to change the world. To that end, we will strive to bring cutting edge solutions to your matter. We will counsel you through the ins and outs, the risks and rewards of new approaches and intrepid strategies. We will navigate risk as a team.

FIRM VALUES, CONT.

05 — Transparency

We strive to provide transparency with respect to all aspects of our work together. You will know where we are in a given process and what steps lay ahead. We will do everything possible to avoid surprises.



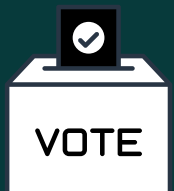
06 — Ethical Business Practices

We strive to be a sounding board for your decision making, whether legal, strategic, or otherwise. We will counsel you through the process of ethical decision making with compassion, an open and non-judgmental mind, and objective reasoning.



07 — Respect

We will communicate openly and candidly with you and we expect the same in return. Nothing is gained in our trust-based relationship if you do not feel you can be open or if do not feel you are receiving candid feedback. While always respecting the sensitivity and confidentiality of your matter, we will encourage you to openly communicate with your organization's stakeholder.



08 — Democratization

When practical and appropriate, we will advise you as to innovative ways to democratize elements of your organization. In governance, capital, supply, credit, finance, and other business issues, we will help you evaluate creative ways of distributing and sharing management, decision-making, control, wealth, and risk management. To the extent meaningful to you and your stakeholders, we will help you maximize your role in building regenerative economies and communities.



FIRM NORMS

Our firm values speak to our underlying intent and core principles. Our norms guide how we carry these values out in our work and in our professional relationships. These norms provide the context and framework for our interactions and communication with colleagues, clients, partners, and other firm stakeholders. These are statements of conduct and communication that we expect of others and that we intend to honor for ourselves.



01 — Positivity

We enter all interactions with a positive intention and assume the same positive intent of those we interact with. We act with integrity and intention and invite others to join us in upholding shared values. We strive to offer others the benefit of the doubt about their intentions and motivations. This deliberate stance to seek the best in others is balanced with many years of pragmatic vigilance for the interests of our clients and the movements we serve.



02 — Spirit of Inquiry

We ask questions and encourage others to do so. The only way to know, learn, and understand another person's position and point of view is to ask. Simple questions signify that a person is curious, conscientious, and engaged. We ask questions to deepen our understanding, to build empathy, and to engage in effective problem solving. We do not ask questions to debate lived experiences or assert dominance.



03 — Equitable Access to the Law

We are committed to expanding affordable and equitable access to legal services. The law provides an invisible infrastructure (and sometimes barrier) which shapes business, relationships, and society. Making progress towards equity and justice requires access to capable, creative, and principled legal advisors. We help make this possible by running a lean operation that prioritizes people over profits, by providing pro bono counsel, and by supporting other organizations that advance this cause.

NORMS, CONT.



04 — Anti-Oppression

We expect to be held accountable and we will do the same when faced with discrimination, prejudice, or bias, explicit or implicit, inadvertent or deliberate. We are committed to dismantling systems of oppression and re-building a more just and equitable socio-economic system. We recognize that this requires that we confront difficult habits, patterns, and blind spots in ourselves and that we ask our clients and stakeholders to do the same.



05 — Work Style

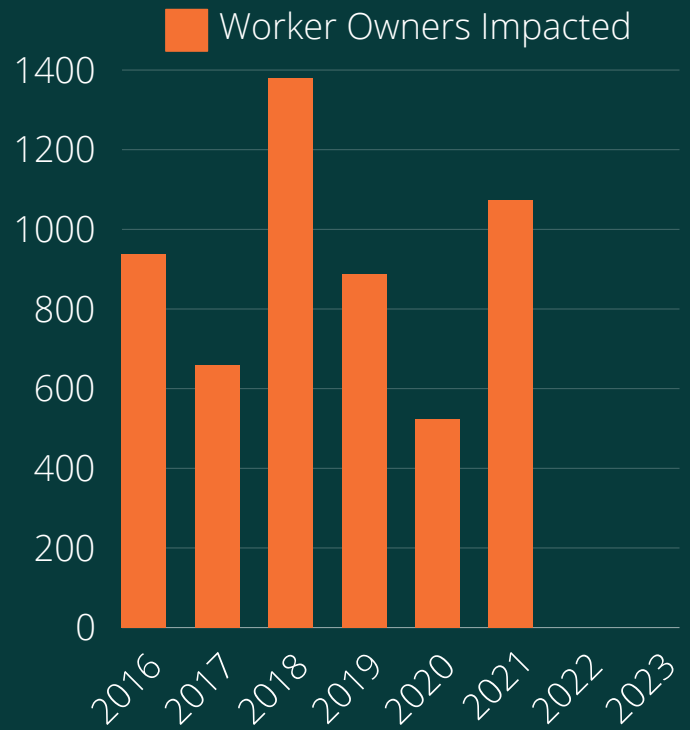
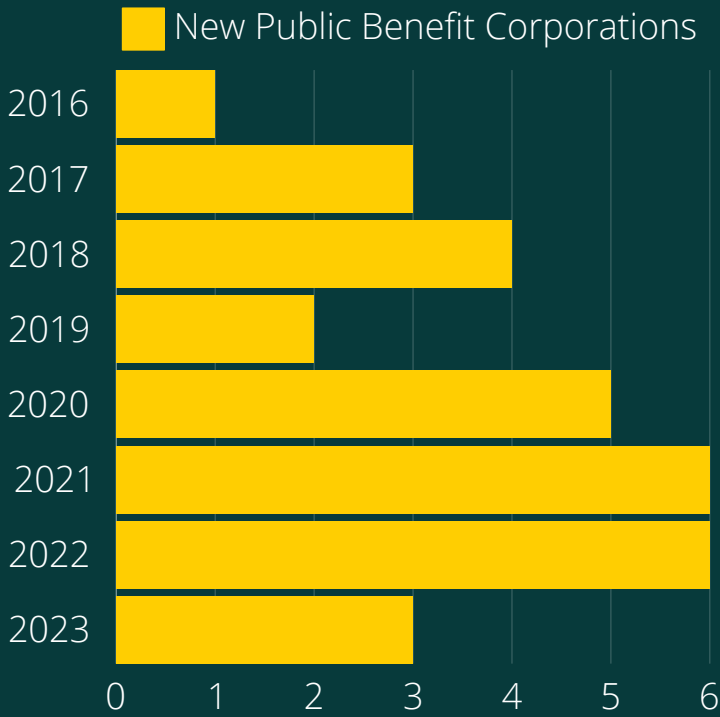
We believe in working collaboratively with clients in an open, timely, and effective manner. We ask that our clients agree to uphold these norms and hold us accountable for our commitment to them. To deliver the best possible services to clients we must be able to count on each other to provide timely responses and produce deliverables on agreed upon timelines.



06 — “Show Your Work”-Sheena Wadhawan, AORTA

We work, experiment, fail, and succeed publicly. We make our intentions known and we are open about our reasoning and our work process. We bust open the black box as a means to be transparent, to educate, and to empower. We expect our clients and partners to do the same with us. We will not be offended being asked “why?” we did something a certain way, we encourage it in fact.

CLIENT METRICS



4 NEW
COOPS

FIRM HIGHLIGHTS



ENGAGEMENT

We participated in speaking engagements promoting cooperatives, social enterprise, and socially responsible capital/financing strategies reaching approximately 260 listeners.



CHARITABLE DONATIONS

In 2023, the firm continued to support charitable organizations by donating 1% of our gross revenue to mission-aligned groups and projects.



FEMALE

Last year, 63% of our total revenue was generated by female identifying attorneys.



PRO BONO

Last year, our attorneys contributed more than 80 pro bono hours.

OUR AMAZING CLIENTS

GS | GALLUN SNOW INTERIOR DESIGN

Gallun Snow Associates, Inc. is a professional commercial design firm located in Denver, Colorado. In 2019, the four owners contacted Jason Wiener|p.c. to help them structure and then implement a conversion to an employee-owned company, worker cooperative. Members of JWPC met and discussed options with the owners for several months and a plan was created to sell the owner's shares of the company to a worker cooperative. The owners accepted a promissory note from the new cooperative for the entire purchase price. Thereafter two of the owners retired while two remained with the company as co-owners with many of their employees.

[READ MORE HERE](#)





2023 RETREAT

Gathered amidst the stunning backdrop of the Rocky Mountains, our team embarked on a transformative retreat at PS2023, a renowned conference hosted in the vibrant city of Denver. Against the backdrop of innovation and inspiration, our retreat was a blend of strategic planning, team bonding, and personal growth. We delved into intensive workshops and seminars, led by industry pioneers and thought leaders, that expanded our perspectives and fueled our creativity.

Beyond the conference halls, our retreat at PS2023 provided ample opportunities for our team to connect on a deeper level. Whether it was over shared meals at local eateries, invigorating conversations while taking walks between sessions, or engaging in team-building activities, the bonds forged during our time together were invaluable. Amidst the bustling energy of Denver, we found moments of reflection and connection, strengthening our camaraderie and fostering a sense of unity that would resonate long after the retreat concluded.

As we bid farewell to PS2023 and the majestic landscapes of Denver, our team departed with renewed vigor and a clear sense of purpose. The retreat served as a catalyst for growth, both individually and collectively, instilling in us a shared vision and determination to tackle the challenges ahead. With memories of our time at PS2023 etched in our minds, we returned to our endeavors with fresh perspectives, fortified relationships, and a shared commitment to excellence.



MEASURING PROGRESS

Jason Wiener|p.c. is proud to be Colorado's first Public Benefit Corporation to become a Certified B Corp. The B Corp Certification is administered by B Lab, a nonprofit organization based in Pennsylvania. The B stands for "benefit," which refers to benefiting workers, the community and the environment. Jason Wiener|p.c. became a certified B Corp in 2015, joining over 1,200 certified B Corporations in over 120 industries in 40 different countries.

To qualify as a B Corp, a firm must have an explicit social or environmental mission, and a legally binding fiduciary responsibility to take into account the interests of workers, the community, and the environment as well as its shareholders. Additionally, B Corps must pay an annual fee based on revenues, biannually complete a B Impact Assessment (a rigorous assessment that measures social and environmental impact), meet B Lab's comprehensive social and environmental performance standards, and make that B Impact Report public, in order to receive the certification from B Lab.

To become certified, each company must attain a score of 80 out of 200 points on the B Lab Assessment. Jason Wiener|p.c. earned a company score of 101.1 in the firm's 2022 Impact Assessment.

Certified



Corporation

2022 BIMPACT REPORT

TEAM ADDITIONS



Nathan Sisodia joined the firm in June of 2023. Nathan has broad experience working with small business, nonprofit, and social enterprise clients, and has specific proficiency working on commercial and residential real estate projects. Nathan is motivated by organizations with social missions, and those who are working to contribute to responsible economic development of their communities.

Kayla Adiletto joined the firm in December of 2023. Kayla is a dynamic professional with a diverse background spanning Marketing, Sales, and Corporate Law. After earning her Paralegal Certificate from Boston University, she embarked on a new and exciting career journey in the legal realm, bringing her unique skill set to the forefront. Kayla is dedicated to making a meaningful impact at the intersection of law, business, and technology. With her strategic mindset and commitment to social responsibility, she continues to be a driving force in fostering accessibility and positive change with Jason Wiener|p.c.





OBSTACLES ENCOUNTERED

The challenges faced in 2023 mirror those reported in previous years, reflecting the persistent obstacles encountered within the impact investment, cooperative, and social enterprise space. There were notable advancements in the mainstream adoption of innovative finance tools and entity structures, and growing policy efforts in support of cooperatives, whether through state or federal funding, or other local programs; however, significant barriers remain for entrepreneurs seeking to establish cooperatives or public benefit corporations.

Ongoing Nascent Environment:

The impact investment and social enterprise sectors continue to operate within amorphous definitions, underscoring their nascent and emergent nature. The availability of capital for cooperative and public benefit corporations remains relatively limited. Many entrepreneurs still lack familiarity with alternative business structures, contributing to barriers to entry. Educating stakeholders about cooperatives and public benefit corporations entails considerable time and cost, which are not commensurate with those required for conventional business structures. Additionally, the perceived obscurity of cooperative and public benefit corporations further complicates the implementation process.

Challenges in Capital Raising:

Raising capital under non-extractive terms and from non-accredited investors remains a niche concept, operating within narrow exemptions in securities laws. The limited applicability of fundraising from non-accredited investors restricts options and increases complexity. Many investors remain unfamiliar with the terms and structures offered by cooperative businesses, hindering their willingness to invest. Despite some recalibration of expectations among conventional investors, the aggregate amount of capital available for start-up cooperatives or cooperative conversions remains constrained.

In 2023, JWPC continued to navigate and address the persistent challenges inherent in advancing impact finance, cooperatives, and social enterprise. While progress has been made, particularly in mainstreaming innovative finance tools and structures, significant barriers remain for entrepreneurs and investors alike. Efforts to educate stakeholders, recalibrate investor expectations, and expand capital availability are ongoing priorities for JWPC as it seeks to foster positive change within the impact investment landscape.

JACQUELINE RADEBAUGH, PARTNER

In January 2023, Jason Wiener|p.c., a public benefit corporation proudly announced the promotion of Jacqueline ("zhahk-keh-LEEN") Radebaugh to Partner and Shareholder.

Since joining the firm, Jacqueline has spearheaded the firm's Web3 practice group, notably supporting DAO entity structure and governance design, and application of the cooperative legal form. Jacqueline says: "the past couple of years have brought a whirlwind of changes and fast growth in Web3. It has been an extraordinary experience to be part of it. I am committed to continuing to support cooperatives, shared ownership entities, stakeholder groups, and DAOs to grow and plan for success.



Firm Founding Partner, Jason Wiener said, "Welcoming Jacqueline to the position of Partner and Shareholder marks a major milestone for our law firm. I have led this firm as the sole shareholder for nine years. Jacqueline is my first law partner. I could not be more excited and proud of Jacqueline, whose creativity, rigor, and exemplary lawyering set an example for all of our firm's attorneys to follow. I am particularly proud to promote as my first law partner a woman of color. Jacqueline has my full trust and confidence to help lead our firm into the future, with many exciting initiatives and dedicated practice areas."

TEAM

Jacqueline Radebaugh, Partner
Jason Wiener, Founder
Jessica Denny, Director of Operations
Kayla Adiletto, Paralegal
Linda Phillips, Senior of Counsel
Martina Watson, Of Counsel
Meaghan Jerrett, Associate Attorney
Nathan Sisodia, Associate Attorney
Yev Muchnik, Senior of Counsel

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