



Public Benefit Report

Jason Wiener | p.c., a public benefit corporation •
2022

contents

about the firm

a message from jason wiener

team additions

client metrics

firm norms

firm values

obstacles encountered

measuring success

linda phillips krendl award

client spotlight: wicked

client spotlight: brave

team retreat

JWPC team



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 jason wiener

As the world began to transition into a post-pandemic new normal, our organization focused on reaffirming our commitment to sustainably supporting our clients' commitment to social justice, environmental sustainability, and broad-based ownership and governance, while ensuring a balanced workplace for our team members. [Jacqueline Radebaugh](#), in collaboration with [Yev Muchnik](#), led the firm's development of a dedicated Web3.0-Cooperative practice. [Meaghan Jerrett](#) joined our team, with a focus on capital markets, securities offerings, and complex corporate transactions.

Our team met for our first off-site retreat, in Breckenridge, Colorado, where we enjoyed some fun team bonding time. Some team members got together to support each other through a Tough Mudder. Our operations team deepened our business and service analysis and streamlined systems to help us achieve the best year on record.

By the numbers, we had a great year. We advised on **7 employee ownership conversions**. We formed **21 new cooperatives** and **6 public benefit corporations**.

We advised on and supported over \$1.3M in impact investing activity, and helped clients raise more than \$9.1M in funding (an all-time record). We continued and expanded our audience outreach on topics ranging from cooperative law and best practices to DAO-Cooperatives, with participation in a number of conferences, podcasts, and webinars.

We published [7 blog posts](#), contributed more than **278 pro bono hours**, offered clients more than **\$3,400 in anti-oppression discounts**, and supported **181 total clients**. In 2022, the firm continued to support charitable organizations by **donating 1% of our gross revenue to mission-aligned groups and projects**.

Excitingly, for the first time since our firm was launched, (actually in early 2023) we admitted a team member, Jacqueline Radebaugh, as a shareholder, promoting her to the [role of partner](#).

We achieved big things and met major milestones in 2022. Our firm is poised for continued growth, even through uncertain times.

A handwritten signature in white ink that reads "Jason Wiener". The signature is written in a cursive, flowing style.

team additions

Meaghan Jerrett joined the firm in October of 2022. Meaghan specializes in securities offerings and capital markets work but has trained to support the firm's work on cooperative formations, M&A, conversions, and complex corporate transactions. Meaghan has an eye for detail and brings tremendous analytical rigor to her work.



In the spring of 2022, Mell Basham joined our team as an Administrative Specialist. Mell brings tremendous creativity and organizational skills to support our growing bench of lawyers. Mell has a keen eye for design and communications. Mell is behind our social media, newsletter, and other external communications. Mell's sense of humor keeps team members laughing and light. We are so grateful to have her on the team.

firm values

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



timeliness and 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.



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.



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.



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.



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.



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 nonjudgmental mind, and objective reason.



respect We will provide you with the most competent and thorough counsel we can, and we will respect your decisions. While we may not always agree on a particular course of action or about all issues involved in your matter, we will approach all dealings with respect and courtesy.



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. How we carry these values out in our work and in our professional relationships is guided by our **norms**. 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.



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.



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.



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.

firm norms, cont.



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.



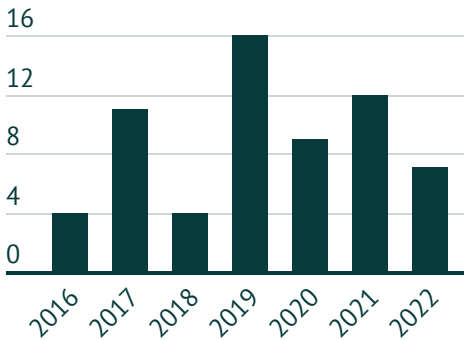
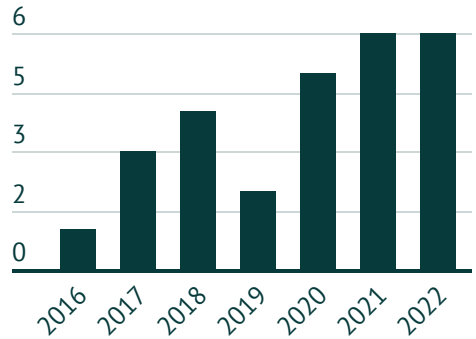
work style we believe in working collaboratively with clients in an open, timely, and effective manner. We ask that our clients agree to uphold these norms and hold us accountable for our commitment to them. To deliver the best possible services to clients we must be able to count on each other to provide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



"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

**new public benefit corporations
formed or converted**

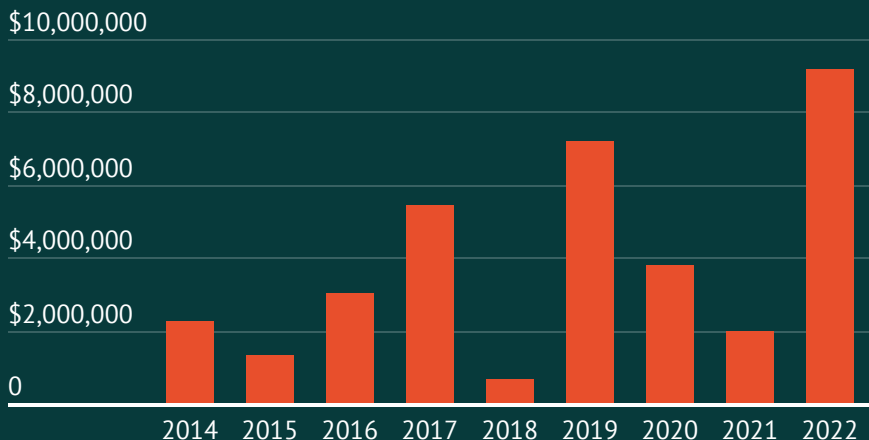


**socially responsible organizational
recapitalization and employee-ownership
conversions**

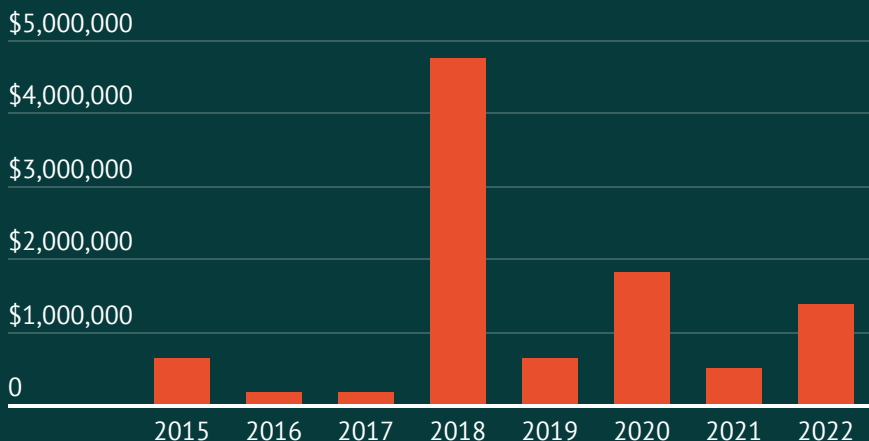
21 NEW CO-OPS

client metrics, cont

advised and supported impact investment deal activity



structured and advised socially responsible capital raising efforts



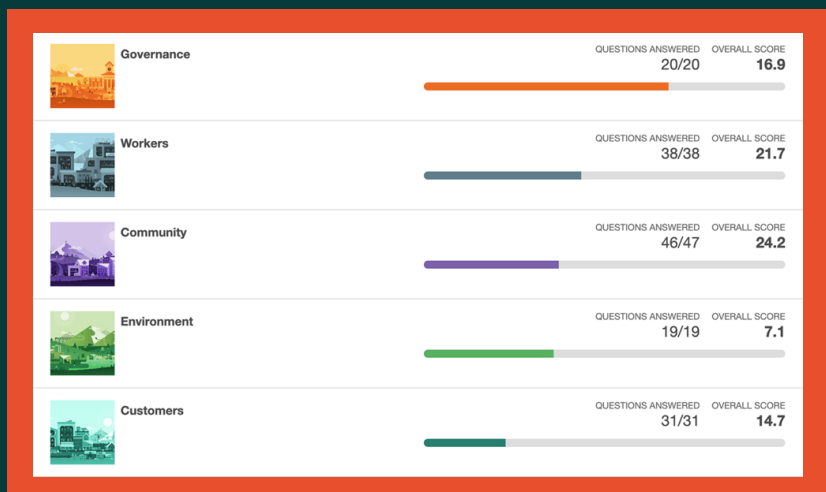
obstacles encountered



The obstacles we encountered in 2022 were similar to those reported previously. While still nascent, impact finance, cooperatives, and social enterprise have matured noticeably over the past few years. DAOs, crypto, and other Web3 structures, including DAO-Cooperatives have grown in popularity, despite being novel structures operating in a largely unregulated environment. Much of the formative work the JWPC team has done to develop new finance tools and form new entity structures has become more mainstream. Non-extractive capital raising continues to be a challenge for clients. While slightly less niche, impact investors rely on traditional financial priorities when evaluating social enterprise concepts, structures, and financing terms. The perceived risk of cooperative entities, non-dilutive and non-extractive finance still presents too great a challenge for many investors to overcome. This has constrained access to capital for many of our clients, and capital markets generally began to constrict mid-way through 2022. We experienced similar recruitment and hiring challenges as did many employers. We saw far fewer job applications for available postings, and, of those applications we did receive, we had a very limited pool of talent with applicable experience. Much of these challenges have already been addressed and have improved so far in 2023.

measuring success

Jason Wienerlp.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 Wienerlp.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 Report (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 Wienerlp.c. earned a company score of 84.8 in the firm's 2019 Impact Assessment, placing it in the top 25% of all B Corp certified law firms.



JWPC 2019 BCorp Impact Assessment

linda phillips receives krendl lifetime achievement award

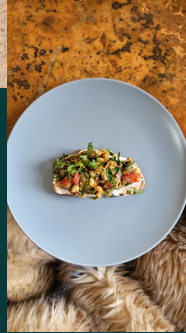
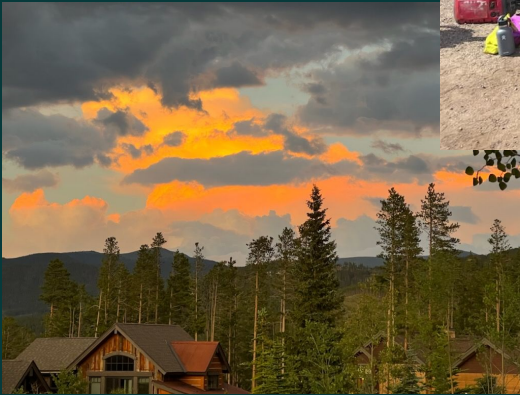


Our colleague, Linda Phillips, is currently Senior of Counsel for the law firm Jason Wiener, P.C., a public benefit corporation. Linda began her legal career as a paralegal in 1991 and was first introduced to the world of cooperatives by her employer and future mentor, James B. Dean.

As a paralegal and then after graduating law school in 2003, Linda was and continues to be a strong proponent of the cooperative business model and has informed lawyers, accountants, and the public about its many benefits for years. Linda assisted Jim Dean as well as several other Colorado attorneys review and revise the Uniform Limited Cooperative Association Act so it could pass the Colorado legislature in 2011. In 2014, sponsored by the National Cooperative Business Association, Linda, along with Jason Wiener and Thomas Beckett (from North Carolina) formed the Cooperative Professionals Guild, an organization that provides education and networking for cooperative attorneys and other professionals around the nation. Linda has given seminars and webinars around the State and around the country on the cooperative business model and continues to provide mentoring and guidance to other attorneys and the public.

Our entire team is extremely proud of Linda and her many accomplishments, knowing that she will continue to mentor all of us and the community, with humor, intelligence, professionalism, and a strong passion for cooperatives. We are delighted that the Business Law Section has recognized her achievements with this highly prestigious award.

[about the cathy stricklin krendl lifetime achievement award](#)



2022 retreat



In 2022, JWPC's retreat took place in the picturesque mountain town of [Breckenridge, CO](#). The retreat was aimed at bringing the team closer together and providing us with an opportunity to bond outside of the office. The four-day event was filled with team-building activities, outdoor adventures, and delicious meals that left everyone feeling rejuvenated and refreshed.

Along the way, our team participated in several team-building activities, including trust exercises and problem-solving challenges in the form of members participating in a [Tough Mudder 5k](#) race. Afterwards, it was off to the mountains for morning hikes along the neighborhood trails, including a visit to the local [troll](#)!! There was also a gondola ride to the top of the mountain, where we enjoyed stunning views of the surrounding landscape, and afternoon naps, a must for any retreat!

Throughout the retreat, we indulged in delicious meals made with locally sourced ingredients, with a plethora of wine pairings, generously provided by [Erika Dunyak's](#) wine shop, [Schmetterling](#) in Vermont. The team enjoyed a private dinner from [The Happy Cuisiniere](#), crepes, and ice cream. The most special meal of the trip was the dinner made as a team, with everyone pitching in to create a delicious meal. The meal was not only delicious, but also provided an opportunity for the team to work together, bond, and share stories. Overall, the retreat was a huge success and left everyone feeling energized and closer as a team.

client spotlight: wicked coop

q&a with ana jamborcic

What about the coop model for your strategy are you most excited about?

- Because we are building tools for more democratic and distributed self-organization, we felt that we couldn't build it well if we weren't it. Our internal company structure really supports and informs the processes, infrastructure, and practices that we need to deeply understand to build technology that can support democratic self-organization or just better teaming.

How do you currently (or plan) to express coop principles in your business?

- We have bylaws that list out our cooperative principles and processes both in how power is distributed and how we run the operations of the company. We use the nRhythm regenerative principles to structure our more specific communication patterns and goals. Finally, we actively utilize practices such as Sociocracy consent rounds, working out loud, and double linking across groups to support our teaming cultural practices in order to be as productive as we can be while allowing for fast adaptation and change.

What is the biggest challenge you have already faced and expect to face in the future?

- The biggest challenge of being a coop is that we don't have access to early stage capital. We got really lucky to be awarded the NSF SBIR grant and to have some supportive internal patrons. There is a definite vacuum in terms of capital that is willing to support pre-revenue coops and I think that's the biggest reason we don't have more of them.

What do you wish the average person knew about cooperatives?

- I really wish people understood that coops aren't really all that different in many ways to C-corps. For example, Coops are for-profit. They have the same market pressures and goals. They can get just as big. They can take investments and make returns in various ways. They are just as responsive to customer needs if not more so. The main difference is that workers or members can have more influence and are less likely to be exploited. And this often leads to a better product, less harm to the community, and a more meaningful workplace environment. This in turn leads to a more productive workplace with less turnover and more resilience during economic downturns or challenges.

What was your experience like working with JWPC? How did the firm help with the formation of the coop?

- JWPC has been incredibly helpful, knowledgeable, and easy to work with. With a combination of being very practical while also being highly educated in all cutting edge trends and legal nuances. Whether it was a specific question about some obscure token or crypto related legal implication or the nuts and bolts of cooperative organizational structures, JWPC was able to easily answer all our questions and help us get through any legal hurdles that came our way. Not to mention, they are just really great people. I couldn't recommend them enough.



[Read the full q&a here](#)

client spotlight: brave

The Brave App connects people who would otherwise use drugs alone with remote supervision and overdose support, while protecting their privacy, anonymity, and autonomy. **No judgment. Just love.**

Brave makes overdose detection tools that activate life-saving community response. As a multi-stakeholder cooperative, Brave is collectively owned and democratically governed by all of its members. Those members include all team members, any investors, and anyone who uses our tools. Meaning we are effectively accountable to the people we aim to be serving. Our three tools, the Brave App, Brave Buttons, and Brave Sensors have collectively detected more than 100 overdoses. We have so much more to offer and there are so many more people that can be safer if we can get these tools into the hands of those that need them.



Brave

brave recently became [b corp certified](#) and were featured by [global news!](#)

[brave website](#)

JWPC team



erika dunyak



jacqueline radebaugh



jason wiener



jessica denny



linda phillips



martina watson



meaghan jerrett




mell basham



yev muchnik

contact


Jason Wiener | p.c.

 4845 Pearl East Cir Ste 118


PMB 34133

Boulder, CO 80301

for mailing only

 (720) 445-6860

 www.jrwiener.com

 info@jrwiener.com

 [@jwpcpbc](https://www.instagram.com/jwpcpbc)

 [Jason Wiener p.c., a Public Benefit Corporation](#)