

Questions	Responses
When did you start your practice?	oldest: 1972 most recent: 2001
How would you rate your job satisfaction?	Extremely satisfied: 11 Satisfied: 1 Dissatisfied: 0 Extremely Dissatisfied: 0
Describe the range of services you provide in a typical year?	Training & Education: 5 - 40% Mediation or Consensus Building: 25 - 80% Conflict Assessment: 5 - 25% Public Involvement: 0 - 20% Research: 0 - 40% Other: responses included work for non-profits, evaluation, facilitation, presentations, arbitration, system/process design
What is the geographical scope of the services you provide in a typical year?	Local: 0 - 70% Regional: 10 - 90% National: 0 - 75% International: 0 - 10%
Which individuals do you think of as your primary competition?	Responses included: John Bickerman, Marion Cox, Don Edwards, Robert Fisher, Eric Green, Teresa Gunn, Ed Hartfield, Brad Honoroff, Marvin Johnson, Bill Logue, Jonathan Marks, David Matz, Frances McGovern, Carl Moore, Ed Moreno, Suzanne Orenstein, Mary Orton, Nancy Peace, Susan Podziba, Mary Skelton Roberts, Rosemary Romero, Doug Sarno, Linda Singer, Dan Weinstein
What firms, groups, or organizations do you think of as your primary competition?	CBI, CDR, Concur, JAMS, Keystone, Meridien, Raab Associates, Resolve, Search for Common Ground, SRA local/state/regional firms that provide planning and facilitation state and federal agencies with in-house mediators university-based groups planners that claim to do strategic planning consulting firms that claim to facilitate
	*Two individuals responded that they do not think of other providers as competition, but as partners

In a typical year, what sources does your revenue come from?	Federal Government: 0 - 100% (two said 100%, three said 0%) State Government: 0 - 40%, one said 75% Local Government: 0 - 40%, one said 70% Corporate Clients: 0 - 85% Foundation Donors: 0 - 10% Private Clients: 0 - 15%, one said 75% Other responses included: international agencies, non-profits, non-profit intermediaries, schools, tribal governments
How much total revenue do you receive from working on foundation sponsored projects in a typical year?	None: 7 >25K: 3 26 - 50K: 1 51 - 75K: 1
What is your tax status?	LLC, C Corporation, sole-proprietor, self-employed, federal employee, "S" Corporation
What was your gross revenue for tax year 2005?	51 - 75K: 2 working part-time 76 - 100K: 1 101 - 150K: 1 151 - 200K: 1 >250K: 6 no answer: 1
What was your net revenue for tax year 2005?	26 - 75K: 2 working part-time 76 - 100K: 2 101 - 150K: 2 151 - 200K: 2 201 - 250K: 1 > 250K: 3
What was your take home pay for tax year 2005 from mediation alone?	26 - 50K: 1 51 - 75K: 2 76 - 100K: 1 101 - 150K: 3 151 - 200K: 3 201 - 250K: 1 >250K: 1

What was the value of the benefits you received from your mediation work (e.g. retirement and health benefits)?	<10K: 7 10 - 25K: 1 26 - 50K: 1 51 - 75K: 1 76 - 100K: 0 >100K: 1 no answer: 1
Are you satisfied with the amount of money your mediation practice brings in?	Yes: 11 No: 1
Would you take on more mediation projects if they were offered to you?	Yes, I would like more work: 5 No, I have enough: 2 I have enough, but I would take more depending on what it is: 2
How difficult is it to bring in new contracts?	Very difficult: 0 Difficult: 2 Somewhat difficult: 2 Easy: 8
What percentage of your time do you spend trying to bring in new contracts?	1 - 5%: 8 5 - 10%: 2 25%: 1 One responded that nearly half the time is spent promoting the effective use of neutrals in resolving environmental disputes
Do you have another job that supplements your income?	Yes: 1 No: 11
How many days a year do you work as a mediator?	150 - 200: 7 260: 2 365: 2 no answer: 1
Do you have the same rates for all your clients?	Yes: 2 No: 9 no answer: 1

<p>If no, how much do you charge per hour for the following types of work?</p>	<p>Federal Government: 5 responses \$490, \$200 - \$250, \$175, \$100 - 175, \$120</p> <p>State Government: 4 responses \$185 - 195, \$175 (2), \$100 - 175</p> <p>Local Government: 4 responses \$175 - 195, \$175, \$100 - 175, \$120</p> <p>Foundation: 3 responses \$200, \$175, \$100 - 140</p> <p>Corporate Clients: 4 responses \$650, \$195 - 250, \$200 (2)</p> <p>Individual Clients: 2 responses \$650, \$150</p> <p>Training Services: 5 responses \$200 - 300, \$200 - 250, \$175 - 200, \$175, \$150 - 175</p> <p>Mediation Services: 3 responses \$185 - 250, \$175, \$125 - 175</p> <p>Other responses included: Depends, negotiate with clients and blend with co-mediator Negotiated flat fee Long-running cases get a discount</p>
<p>What is your standard rate per hour (please give a range if it is more appropriate)?</p>	<p>\$150 - 200: 8 \$200 - 250: 1 \$650: 1 charges flat fee for mediation projects: 1 not applicable: 1</p>
<p>What is your standard rate per day (please give a range if it is more appropriate)?</p>	<p>\$2500: 1 \$1200 - \$2500: 1 \$1400 - \$2000: 5 \$800 - 1500: 2 flat fee for projects: 1 not applicable: 1 no answer: 1</p>

What is the highest level of education you received?	Bachelor: 1 JD: 4 Master: 4 (Education, MPA and History/Government, Labor Law, Policital Science) PhD: 3 (Environmental Engineering, Communications, Future Studies)
Do you have a separate commercial office or do you work out of your home?	Home Office: 8 Separate Commercial Office: 4
If you have a separate commercial office, how much do you spend on rent per year?	\$260K for two years, \$18K, \$10K, \$3500K
How many FT/PT W-2 employees (other than yourself) do you have?	None: 7 One: 2 Two: 1 >3: 1 n/a: 1
If you have junior mediation staff, what do you pay them per year (including benefits)?	No junior level staff: 10 no answer: 2
If you have mid-level mediation staff, what do you pay them per year (including benefits)?	No mid-level staff: 10 no answer: 2
If you have senior mediation staff, what do you pay them per year (including benefits)?	No senior-level staf: 9 >75K: 1 no answer: 2
Do you have any administrative staff?	Yes: 4 have one administrative staff; 2 have more than one No: 4 no answer: 2
If you have administrative staff, are they full or part-time?	FT: 3 PT: 2 no answer: 7

How many 1099 (contract, non-benefited) employees do you have?	None: 2 One: 3 Two: 1 >3: 3 variable: 1 no answer: 2
How many interns do you have?	None: 10 One: 1 Two: 1
Do you pay your interns?	Yes: 0 No: 1 They receive school credit: 1
How many senior mediators do you hire on contract in a typical year?	None: 4 1 - 3: 4 4 - 5: 1 6 - 10: 2 no answer: 1
What do you pay senior mediators you hire on contract?	\$100 - 150/hr: 5 \$150 - 200/hr: 1 depends on experience: 1 their rate: 1
If you were to hire a senior mediator, please let us know what range you think would be appropriate?	answers ranged from \$100K/yr to hourly rates of \$100 - \$350/hr
How much do you spend on monthly payroll?	5 responses: \$50,000, \$17,000, \$3,300, \$1,500
Do you have liability insurance?	Yes: 8 No: 3 no answer: 1
If yes, what do you pay for liability insurance (total for yourself and employees)?	7 responses: \$1050 (including workers comp); \$900; \$600; \$400; \$300; \$260; not sure
What do you spend on marketing and advertising in a typical year?	\$0 - 2000: 10 no answer: 1 one individual who works for a firm noted the firm spends \$1.5 - 2 million/year

Where do you advertise your services?	Responses included: Trade Association Journals, Internet (including webpages), Directories, Presentations, Meetings of Professional Associations, and Yellow Pages
What sources does your work come from?	Referrals from stakeholders/clients: 11 responded with figures between 30 - 100% Referrals by colleagues: 9 responded with figures between 10 - 40% Responding to RFPs: 6 responded with figures between 10 - 30% Panels/rosters: 4 responded with figures between 5 - 20% Own webpage: 2 responded; one 10%, one 15% Self-generated: 4 responded with figures between 15 - 35%
How many hours of pro bono services do you provide per year?	150 hours or less: 9 500 - 1000: 2 one says "a lot," but doesn't keep track
If you provide pro bono services, where and to whom do you provide these services?	responses included: local community groups and non-profits; hospitals, advising people interested in the field; work to create industry standards, community mediation programs, international training, teaching, conference planning, mayor's office, municipal committees, former clients, and a variety of specifically-named organizations including ABA and ACR repeatedly
What work-related associations do you belong to?	responses included: ABA, ACR and ACR-EPP, NEACR, NARCM, IAP2, APHA, AHA, AAA, CPR, State Mediation Association, Alliance for Regional Stewardship, State Dispute Resolution Council, State Bar
Are you satisfied with the range of services provided to you by these associations?	Yes: 7 No: 6

<p>If you are not satisfied, what services would you like to see offered?</p>	<p>responses included:</p> <ul style="list-style-type: none"> <li>- Analysis of research in field</li> <li>- More indepth case studies and examination of issues facing the field</li> <li>- Opportunites for contact with other senior mediators</li> <li>- More programming for experienced mediators</li> <li>- There is no good source of information about activities in EPPDR across entities. For example, is anyone tracking the number of reg negs that are going on? Also, circulation of RFPs is pretty idiosyncratic – there is no good clearinghouse.</li> <li>- More emphasis on diversifying the field, mentoring, and helping communities resolve their own disputes through trainings, etc.</li> <li>- What is the size of the broad dispute resolution/conflict resolution field in gross sales terms? Also, in terms of the number, and types, of providers?</li> <li>- Database of cases and outcomes</li> <li>- What are the sizes of the market in various sub-sectors of the broader field (separating family, civil case mediation, environmental/public disputes, employment, etc.)? And what are the sizes and typical characteristics of firms in those sub-sectors?</li> </ul>
<p>What other topics not covered in the survey would you like to see discussed?</p>	<p>How have these numbers changed over time?</p> <ul style="list-style-type: none"> <li>- The field does not seem to be deepening its roots institutionally. Two years ago I would have predicted that many local governments would be adopting mediation and facilitation as commonly used tools for resolving inter-agency, inter-Board conflicts, as well as conflicts with the public. However, with the possible exception of some environmental conflicts, I don't see it happening. I'd be interested in checking my impressions with others, and if shared, exploring what are the causes for this (aside from push-back from lawyers in certain substantive areas)</li> <li>- Affiliations with different groups (e.g., serving on advisory boards, Board of Directors, participation in other professional groups besides ACR)</li> <li>- Managing cash flow as a solo practitioner has been the most challenging part of my work along with living with the vagaries of government resources (either disappearing after contracts have been signed or taking much longer to launch a project than initially projected.)</li> </ul>