

Question	Answer
When was the firm established?	oldest: 1975 most recent: 1997
What is the firm's tax status	501C3: 7 Private, employee-owned corporation: 1 S Corporation: 1
Do you have a board?	Yes: 7 No: 2
What is the size of your board?	7 (two), 9, 11, 14, 22, 50
What sectors do your board members represent?	All but one board is composed of an even split between public and corporate, with a few from academia, non-profit, or foundations. One board is one-third ADR practitioners.
Do you compensate your board?	No: 7 N/A: 2
Describe the range of services you provide in a typical year	Training/Education: 0 - 45% Mediation/Consensus-Building: one says 10% others 30 - 80% Conflict Assessment: 0 - 11% Public Involvement: 0 - 40% Research: 2, 5, and 10% (only three do research) one firm dedicates 50% of its time to media production other services include policy analysis and strategic planning
What is the geographic scope of your work?	Local: 0 - 30% Regional: 15 - 70% National: 12 - 60% International: 0 - 100% (two firms do no international work; one firm does all international work. The rest give 5 - 30%)

What firms or individuals do you consider competition?	Meridian (mentioned 4 times) Resolve (4 times) CDR (3 times) Keystone (3 times) CBI (twice) CCP Coalition Building Institute ESA National Issues Forum Study Circles USIECR Four other groups particular to one of the respondents' locale
How many hours of pro-bono services do you provide each year?	0: 1 5 - 30: 2 100: 1 200:1 400 - 500: 3 no response: 1
To whom do you provide pro-bono services?	answers included: local non-profits, associations, local governments, schools
How many F/T W-2 employees do you have?	5 - 10: 1 10 - 15: 3 15 - 20: 1 20 - 30: 2 40 - 50: 2
How many F/T 1099 employees do you have?	0 - 5: 4 5 - 10: 1 10 - 15: 2 30 - 40: 1 no response: 1
How many interns do you have?	0 - 5: 8 10: 1
Do you pay your interns?	Yes: 4 No: 2 No, but they receive academic credit: 3

How much do you pay interns?	\$15 - 20/hr: 3 \$20 - 25/hr: 1 N/A: 5
What do you spend on your monthly payroll?	<\$100K: 2 \$100K - 200K: 4 \$600K: 1 no response: 2
How much do you pay your Director?	\$100K - 125K: 4 \$125K - 200K: 3 >\$200K: 2
How many years has your director been at the helm?	<2: 1 2 - 4: 2 8 - 10: 1 10+: 5
What are the educational backgrounds of your staff members?	PhD/JD: 6 - 67% of staff Masters: 17 - 62% Bachelors: 10 - 40% no college: 0 - 8%
In what fields are these degrees?	Most are in public policy and public administration, environmental science, and urban planning
Who much do you pay your senior mediators per year?	\$60K - 90K: 1 \$70K - 80K: 1 \$80K - 100K: 2 \$100K - 140K: 3 >\$140K: 2
How many senior mediators do you have on staff?	one: 2 2 - 5: 4 6 - 8: 3 no response: 2
What is the minimum degree required for your senior mediators?	Master: 5 Bachelor: 3 no response: 1

Who much do you pay your mid-level mediators?	\$40K - 60K: 1 \$50K - 90K: 4 \$90K - 100K: 2 >\$100K: 2
How many mid-level mediators do you have on staff?	1 - 2: 2 3 - 4: 5 8: 1 no response: 1
What is the minimum degree required for your mid-level mediators?	Master: 5 Bachelor: 3 no response: 1
Who much do you pay your junior mediators?	\$20K - 40K: 1 \$35K - 40K: 1 \$40K - 60K: 2 \$60K - 70K: 2 >\$70K: 2 no junior mediators: 1
How many junior mediators do you have on staff?	0: 3 1: 1 2 - 4: 4 no response: 1
What is the minimum degree required for your junior mediators?	Master: 4 Bachelor: 3 N/A: 1 no response: 1
How many senior mediators do you contract with in a year?	<5: 7 no response: 2
Who much do you pay senior mediators on contract?	>\$125/hr: 1 \$150 - 250/hr: 3 negotiated rate: 3 N/A: 1 no response: 1

What do you think is an appropriate rate for senior mediators to charge?	\$100 - 150/hr: 1 \$125 - 250/hr: 5 \$185 - 250/hr: 2 no response: 1
Do you provide liability insurance for mediators on staff?	Yes: 7 No: 2
How much do you spend on liability insurance each year?	Only three responded. All said ~\$400/person/year
What is your gross revenue?	\$1M - 1.5M: 2 \$1.5M - 2M: 2 \$2.5M - 3M: 1 \$4M - 5M: 2 \$>5M: 1 \$18M: 1
What is your net-revenue?	profit sharing: 1 \$0: 1 \$0 - 250K: 2 <\$50K: 3 \$50K - 100K: 1 \$100K - 200K: 2
Do you have an endowment	Yes: 3 No: 5 No, but the firm has corporate savings and assets: 1
What is the current value of your endowment?	<\$100K: 1 \$300 - 400K: 1 \$1.5M: 1
What is/are the source(s) for your endowment?	- foundation funding - startup donation + earned income - gifts and special contributions

Where does your revenue come from?	Federal Government: 30 - 60% State Government: 4 - 40% Local Government: 3 less than 5%; one 15%; one 40% Foreign Governments: one 25%; one 40%; others 0% International Agencies: 5 - 28% Corporate Clients: 2 - 35% Foundation: 2 - 30% Individual donors/clients: 2 less than 10%; one 70% Non-Profits: 7 - 17% other clients include Indian tribes and schools
How much money have you received from foundations over the last five years?	\$0: 2 \$200K - 500K: 3 \$500K - 1M: 1 \$1M - 2M: 2 \$5M - 10M: 1

Which foundations have given you money?	<p>Hewlett and Rockefeller were named several times. Others included:</p> <ul style="list-style-type: none"> <li>- American Hospitals Association</li> <li>- American Legacy Foundation</li> <li>- Andrus</li> <li>- Cann Rasmussen</li> <li>- Compton Foundation</li> <li>- Germeshousen</li> <li>- German Marshall Fund</li> <li>- Hewlett Foundation</li> <li>- Hewlett Thorpe</li> <li>- JEHT Foundation</li> <li>- Marisla Foundation</li> <li>- McArthur Foundation</li> <li>- National Endowment for Democracy</li> <li>- Nuclear Threat Initiative</li> <li>- Open Society Institute</li> <li>- Packard Foundation</li> <li>- Pew Charitable Trusts</li> <li>- Plough Shares Fund</li> <li>- Surdna Foundation</li> <li>- Rappaport</li> <li>- Rockefeller Brothers Fund</li> <li>- Rockefeller Foundation</li> <li>- Rockefeller Family</li> <li>- Skoll</li> <li>- United Health Foundation</li> </ul>
Has your foundation funding been for specific projects, or general operations?	<p>Nearly all foundation monies have been granted for projects. Only two examples to the contrary.</p>
How much do you spend on advertising?	<p>\$0 - 5K: 6  \$5 - 20K: 2  \$10 - 20K: 1</p>
Where do you advertise?	<p>Internet, newspapers, conferences, trade association journals, press releases</p>

Do you have a webpage?	
How much does it cost per year to maintain your webpage?	\$500: 1 \$1K - 5K: 2 \$5 - 7K: 1 \$10K: 1 no response: 4