Using business as a force for good.
The combined power of research and strategy is how Fors Marsh Group (FMG) solves unique challenges and enhances American lives by improving federal and state government programs’ outcomes. In 2019, our partnerships on a national scale resulted in a government that is more inclusive, nimble, and efficient in serving the American public.

Letter from the CEO .................................................................................... | 3
Promoting a Healthier America for All .................................................. | 5
Introducing a New Generation to Public Service .............................. | 7
Training Tomorrow’s Federal Workforce .......................................... | 11
Building Community Resilience .......................................................... | 13
Breaking Down Barriers to Civic Engagement ................................... | 15
Leading by Example: Conscious Capitalism ....................................... | 17
Impact from Within ...................................................................................... | 19
LETTER FROM THE CEO

I could not be more pleased with the success of Fors Marsh Group (FMG) this past year. Originally founded in 2002 as a research company, FMG saw the addition and expansion of several organic capabilities in 2019. FMG is now a research-first consultancy, with as many management, marketing, digital, and data engagements as we have qualitative and quantitative research efforts. Our experts now include ethnographers, content managers, solution architects, digital developers, business analysts, and graphic designers. These talents work within seven core U.S. markets to create innovative solutions that positively impact the nation by improving federal and state government program outcomes.

Our partnership with the Federal Government is ensuring that it is more inclusive, nimble, and efficient in serving the American public. In 2019, our client portfolio expanded vertically and horizontally as we added new partnerships with the Department of Defense (DoD), Federal Emergency Management Agency (FEMA), National Institutes of Health (NIH), and the U.S. Army. Additionally, we increased our capabilities into the areas of human capital strategy, public policy evaluation, digital development, and program management. FMG is proud to employ leading experts in their fields and to partner with the most citizen-facing government agencies.

In the past year, FMG was again recognized as a national business leader. Apart from influential speaking engagements and panel contributions, authoring peer-based journal articles, and acting as academic and professional mentors, FMG was selected by *The Washington Post* as one of the area’s 2019 Top Workplaces. FMG was also recognized as a CARE awardee by the Northern Virginia Family Service, made the Inc. 5000 list, and earned the 33rd spot in the industry-leading GreenBook’s Top 50 Research Firms. These are well-earned and important validations that our corporate culture is moving in the right direction and continuing to attract the best and brightest minds.

Despite these momentous achievements, I will remember 2019 most as the year FMG became a leader of “conscious capitalism.” As a Certified B Corporation, we made a deliberate decision to roll our 2019 business tax savings into a new line of business—one focused exclusively on supporting and improving our policies and practices to use our business as a force for good. We leveraged our extensive organic capabilities for pro bono opportunities to improve society. We have created a business model in which working or partnering with FMG means not only accessing uniquely experienced and talented professionals, but also supporting a business that works for the benefit of our employees, their families, our community, our world, and our clients.

And it is with this commitment that we will only grow more successful in the coming years.

Sincerely,

Ben Garthwaite, CEO
PROMOTING A HEALTHIER AMERICA FOR ALL

FMG is a committed, driving force in identifying breakthroughs to improve Americans’ physical wellness and health behaviors. Over the past year, we have conducted fieldwork and strategic planning that has relied on data-backed solutions used to transform health content and citizen-engagement programs in the United States.

U.S. FOOD AND DRUG ADMINISTRATION (FDA)
FMG conducted nationwide behavioral research for the U.S. Food and Drug Administration (FDA) to understand nuanced consumer behaviors, motivations, and attitudes toward childhood obesity. Our findings led the FDA to develop educational modules that are distributed through schools and care facilities that target more than 13.7 million American youths currently considered obese. The unique content helps people prepare simple, healthy meals and make better food choices, leading to healthy weight loss.

CENTERS FOR MEDICARE & MEDICAID SERVICES (CMS)
For the Centers for Medicare & Medicaid Services (CMS), FMG designed, developed, and executed education and outreach initiatives on how to detect, reduce, and respond to fraud, waste, and abuse in Medicare, Medicaid, and the Children’s Health Insurance Program (CHIP). Audiences included health care providers, plans, support contractors, and law enforcement.

CENTERS FOR DISEASE CONTROL AND PREVENTION (CDC)
FMG developed a research-based messaging strategy, educational materials, and mobile application for the Centers for Disease Control and Prevention’s (CDC) national initiative, Controlling Childhood Asthma and Reducing Emergencies (CCARE). The nationwide campaign aims to educate more than 6 million child asthma patients, caregivers, and families about asthma self-management to achieve CCARE’s goal of preventing 500,000 asthma-related hospitalizations and emergency room visits among children by 2024.

U.S. DEPARTMENT OF AGRICULTURE (USDA)
For the U.S. Department of Agriculture (USDA), FMG used data visualization to form a series of web-based and social media public service campaigns intended to inform and educate policymakers about USDA’s Summer Food Service Program (SFSP). The designed materials showcased data that made a case for creating a more robust and efficient program, which has helped serve 3.8 million children who need summertime nutritional assistance in low-income areas across America.
INTRODUCING A NEW GENERATION TO PUBLIC SERVICE

Since our founding in 2002, FMG has been committed to ensuring that the opportunities for Americans to serve their country are successfully advertised and equitably promoted. Through a variety of formative and evaluative research methods, program management, and creative development and production, we have been instrumental in leading and evaluating the communications programs that source, attract, hire, and enlist today’s best and brightest professionals into public service.

DEFENSE CIVILIAN PERSONNEL ADVISORY SERVICE (DCPAS)

DoD’s civilian hiring requirements have grown dramatically to over 222,000 open positions nationwide. To meet this challenge, FMG was asked by the Defense Civilian Personnel Advisory Service (DCPAS) to conduct a rigorous audit of recruitment strategies and their influence on college students and recent graduates. FMG developed and tested a dynamic branding strategy through a rigorous, yet creative research design that combines formative research, the identification of brand attributes the development of a core brand promise.

OFFICE OF PEOPLE ANALYTICS (OPA), JOINT ADVERTISING, MARKET RESEARCH & STUDIES (JAMRS)

Spanning a nearly two-decade partnership, FMG supports the Office of People Analytics’ (OPA) Joint Advertising, Market Research & Studies (JAMRS) Program by conducting a variety of market and evaluative research initiatives to measure and influence America’s support of the All-Volunteer Force and the effectiveness of the Military’s advertising campaigns. Each year, more than 200,000 Americans join the Military. FMG employs multiple evaluative methods on a national scale—from large-scale surveys to in-person focus groups to remote interviews—to gather the information required to influence recruitment advertisements, retention programs, and individual benefits offered through military service.

ARMS NATIONAL GUARD (ARNG)

With more than 340,000 Guard Soldiers serving in the Army National Guard (ARNG), its recruiting and retention program is one of the Department of Defense’s (DoD) largest and most robust programs. FMG developed creative campaigns for all digital and social media channels, including the NationalGuard.com website, through which over 500,000 people sought information about joining this military component in 2019.

DEFENSE CIVILIAN PERSONNEL ADVISORY SERVICE (DCPAS)
AMERICORPS
FMG is advancing AmeriCorps’ National Civilian Community Corps’ (NCCC) mission to strengthen communities and develop leaders through team-based national and community service. Using more than 17 years of public service recruitment experience, FMG provided recruitment marketing research services and developed a comprehensive marketing plan for the national recruitment of more than 2,000 young adults to serve within the program. A main audience of interest was youth from disadvantaged circumstances. These parameters included lower income levels, prospective high school dropouts, juvenile offenders, and the unemployed, as public service involvement is a proven way to improve societal standings.

UNITED STATES PUBLIC HEALTH SERVICE (USPHS)
To support the advancement and to promote the vision, mission, and goals of the United States Public Health Service (USPHS), FMG partnered with the U.S. Department of Health and Human Services (HHS) and the Assistant Secretary for Health (ASH) to develop, implement, and evaluate a comprehensive communication strategy to increase USPHS brand awareness and recruitment marketing efforts. FMG works with the ASH and the USPHS Headquarters team to deploy an integrated marketing approach, including brand development, website redesign, earned media support, social media marketing, and the creation of marketing materials. Target audiences include health professionals such as physicians, dentists, nurse practitioners, and veterinarians.

FMG has TWO DECADES of experience applying advanced scientific techniques to identify and attract Americans into public service.
TRAINING TOMORROW’S FEDERAL WORKFORCE

FMG believes people are the core of organizational success. We collaborate with our clients to develop innovative human capital solutions that are created and delivered in smart, focused, culturally relevant ways. From solution delivery to effectiveness evaluation, our training programs span three primary areas: training talent to fill next-level positions; transforming organizational culture and individual behavior; and sourcing, screening, and hiring the right people for the right roles.

U.S. CITIZENSHIP AND IMMIGRATION SERVICES (USCIS)
The U.S. Citizenship and Immigration Services (USCIS) sought FMG’s human capital management expertise to maximize a positive culture—one that drives quality outputs and increases employee engagement and growth. Through FMG’s custom-designed Aspiring Leaders Program, featuring online supervisor tool kits and more than 350 leadership development webinars, USCIS provided exceptional leadership development and training to over 20,000 employees. The success of this program gained the agency recognition, awards, and a workforce that is better equipped to address the ever-growing global security threats facing the United States.

CYBERSECURITY AND INFRASTRUCTURE SECURITY AGENCY (CISA)
FMG created a change management and workforce development plan that successfully enabled the then-Department of Homeland Security’s (DHS) National Protection and Programs Directorate (NPPD) to reorganize and become the Cybersecurity and Infrastructure Security Agency (CISA). FMG provided CISA the tools needed for the organization’s expansion of responsibilities and capabilities through the creation of a rigorous, mission-centric hiring plan. The results were an increased number of qualified applicants entering the hiring pipeline ready to safeguard the nation’s cyber and critical infrastructure.

DEPARTMENT OF DEFENSE (DOD)
With a growing focus on the elimination of sexual misconduct and assault within the U.S. Military, FMG worked with the Department of Defense’s (DoD) Sexual Assault Prevention and Response Office (SAPRO) to improve the user experience within an online environment of scientists, researchers, and business leaders who sought validated information, best practices, and curriculum to improve their own prevention programs. Through a mixed-methods approach, FMG formulated an understanding of the barriers to users’ involvement, the perceived barriers of use, and new feature requirements to improve SAPR Connect, an online educational platform for sexual assault prevention and response professionals within DoD.
Managing the readiness and health of the DoD and federal and state agency workforces is critical to ensuring that our Military and Federal Government are well equipped with the information and resources it needs to prepare for the inevitable impacts of future disasters. FMG’s social science, data analytics, and strategy work helps support the readiness and preparedness of communities across America.

**OFFICE OF PEOPLE ANALYTICS (OPA), HEALTH AND RESILIENCE (H&R) DIVISION**

Suicide continues to be a reality in the Military, and one that FMG is working hard to help eliminate. Among the different types of research programs for the Office of People Analytics (OPA), one of particular note is studying Service members who experience active and passive suicidal ideations and the influence of external factors such as marital status, family member involvement, and financial situations. FMG, working with OPA’s Center for Health and Resilience (H&R), provides continuous research support in the effort to end these outcomes and ensure Service members have the mental capacity to remain mission ready.

**FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA)**

Working on-site at Federal Emergency Management Agency (FEMA) regional headquarters around the country, FMG is designing and delivering multiple programs in support of the agency’s National Preparedness Goal to educate and empower local area civilian first responders to assist their communities during times of natural and man-made disasters. Designing courses, such as business continuity and blood control and tourniquet use, and delivering them to thousands of people across the country, FMG continuously assists in maintaining our communities’ preparedness and resiliency for times of need.

**FEMA NATIONAL PREPAREDNESS ASSESSMENT DIVISION (NPAD)**

FEMA NPAD advances disaster preparedness by assessing and communicating the investments, activities, and accomplishments of the Whole Community. FMG conducts research through the National Risk and Capability Assessment (NRCA) to collectively paint a picture of national preparedness; a comprehensive grant evaluation program, and FEMA’s Continuous Improvement Program (CIP), which advances continuous improvement through a defined process applied by trained personnel across the disaster life cycle.

FMG is helping to ready the nation for catastrophic disasters and building a culture of preparedness with custom courses for THOUSANDS OF PEOPLE across the country.
BREAKING DOWN BARRIERS TO CIVIC ENGAGEMENT

FMG is determined to create better communities and to increase civic prosperity across the United States. We leverage rigorous and research-backed methods with our public administration expertise to create policy and program improvements that have a positive and lasting impact on our country’s future. Our policy innovations have had positive effects on the overseas voting process, diversity and inclusion initiatives, and sexual misconduct and sexual assault prevention.

FEDERAL VOTING ASSISTANCE PROGRAM (FVAP)

For the Federal Voting Assistance Program (FVAP), FMG conducted focus groups, moderator trainings, and in-depth interviews to understand the historical voter registration and voting activity of military members and American citizens living overseas. FMG’s translation of complex research into attention-grabbing, compelling education and outreach materials improved FVAP’s online and paper-based voter registration information. Enhanced resources have made it easier for more than 1.3 million Service members, their eligible family members, and overseas citizens to participate in nationwide elections.

U.S. ELECTION ASSISTANCE COMMISSION (EAC)

FMG improved the quality of data from the U.S. Election Assistance Commission’s (EAC) national Election Administration and Voting Survey (EAVS), making the data more meaningful and easier to use by election officials, government agencies, academics, and other groups interested in election administration. The survey informed shifts in voting methods and voting technology, leading to better voter experiences in nearly 6,500 local election jurisdictions across the United States.

CONSUMER FINANCIAL PROTECTION BUREAU (CFPB)

More than one in four consumers with a credit report have at least one debt in collection by a third-party debt collector. For the Consumer Financial Protection Bureau (CFPB), FMG improved the quality, consistency, and clarity of the forms that consumers receive when a third-party debt collector sends them a notice alerting them of the debt and payment instructions. These new forms also ensure that consumers understand their rights and next steps when they receive such a notice.

1.3 MILLION overseas Service member voices were represented in recent elections due to FMG voter policy innovations and form improvements.
LEADING BY EXAMPLE: CONSCIOUS CAPITALISM

FMG’s positive impact extends far beyond our client portfolio. Through FMG SERV—our company-wide corporate social responsibility initiative—FMG has donated money and time to causes that have had an immediate impact in our community and society, supporting 12 different community events as an organization.

B CORP CERTIFICATION

Our commitment to using business as a force for good earned FMG a B Corporation certification in 2019, making FMG the first research company in the Washington, DC, metro area to reach this status. As a Certified B Corporation, we are committed to a higher standard of business practice that creates a positive impact on our community, employees, clients, and the environment.

Our certification is not just internal policy; it extends into every engagement with our clients. We strive to take a long-term perspective in each project, to never take a shortcut, to always put people first, and to remain passionate about finding meaningful solutions to every challenge.

This year, we helped grow the B Corp movement by compelling peer, partner, and supplier organizations to join the movement themselves by partnering with B Corps to conduct business, to build the B economy, and to amplify our impact in society.

YEAR UP

We believe business should be a force for good—for all. This means actively finding ways to identify, nurture, and onboard talented individuals who may not have the access, resources, or network to work with established, recognized companies such as FMG. That’s why FMG partnered with Year Up, a nonprofit organization that trains and certifies high school graduates in different professional roles—from information technology to human resources. We recruit Year Up interns for a six-month tour in the hope that they will grow from proven performers to full-time employees at FMG.

NATIONAL OPIOID ACTION COALITION (NOAC)

FMG has made a pledge to combat the opioid epidemic—one of the worst public health crises in our country’s history—by launching the National Opioid Action Coalition (NOAC) in partnership with other founding members (including WPP, iHeartMedia, Ogilvy, and VMLY&R). We have used our expertise in behavior change to create and implement powerful messaging and campaigns that aim to reduce opioid misuse.

Through NOAC, we are working to elevate the conversation around opioid abuse stigma. During National Recovery Month in September 2019, NOAC launched the #TalktoMe campaign to initiate conversations about opioid misuse. The goal of the campaign is to reduce the stigma around these types of conversations to make it easier for families, communities, and workplaces to have honest and compassionate dialogue that translates into effective treatment and lasting recovery from opioid abuse disorder.
IMPACT FROM WITHIN

FMG values its people and strives to be better. We continuously challenge the status quo and each other to improve and make decisions that benefit our growth.

OUR SUCCESS

They provided reliable guidance and expertise throughout the project. They were very professional, enthusiastic, genial, and knowledgeable. They are a pleasure to work with.

They understand the nature and importance of the work due to their many years of experience. They are experts in the field.

No question, FMG management leads their team by example with the sole goal of providing value through actionable recommendations.

Truly impressive is FMG's responsiveness to ad hoc requests from stakeholders. FMG has never failed to be responsive to meet the demand.

FMG personnel are professional, skillful, proactive, responsive, and dependable.

CMMISVC/3™

2019 CLIENT SATISFACTION SURVEY RESPONSES

OUR COMMUNITY

19 20