

Impact Report

A Path to Lasting Social Change

Version 2

ForsMarsh

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Letter From the CEO

The past year confronted all of us with many difficult health and social challenges. Over 700,000 Americans died from COVID-19, and millions of people worldwide and in the United States have been protesting deeply rooted, systemic racism. We are facing collective uncertainty and grief as our families' health, safety, and daily lives have shifted to a previously unimagined "new normal."

Fors Marsh is meeting this national and global adversity with humanity, humility, and generosity. To our clients, we have adapted our schedules, checked in more frequently, and found as many ways as possible to support you. To our employees and their families battling physical and mental health challenges, we have led the way with flexibility and compassion, increasing mental health resources, flexing schedules, and expanding paid leave for anyone impacted by the pandemic—no questions asked. To our community that has required basic levels of support around food, shelter, and health, we have provided pro bono services to Meals on Wheels America, delivered virtual tutoring to TutorMate students, financially supported local organizations, and have even sewn masks for those who are immunocompromised. The people of Fors Marsh showed up when it counted the most and continue to do so.

In partnering with clients across agencies, Fors Marsh is confronting the COVID-19 pandemic and fighting to curb racial inequity by:

- Motivating Americans to stop the spread of COVID-19 and encouraging vaccination through our partnership with the U.S. Department of Health and Human Services' (HHS) Office of the Assistant Secretary for Public Affairs (ASPA). With a special focus on reaching underserved communities with crucial information about vaccines, we're leading the charge on safely reopening America.
- Developing and implementing a compelling brand presence for the only uniform service dedicated solely to protecting America's public health, the U.S. Public Health Service Commissioned Corps (USPHSCC), as it prioritized slowing the spread of COVID-19.
- Establishing a campaign for the Consumer Financial Protection Bureau (CFPB) to provide homeowners exiting mortgage forbearance and renters at risk of eviction with the information they need to stay in their homes.
- Delivering the definitive report on racial/ethnic discrimination and harassment in the U.S. Military to the U.S. Department of Defense's (DOD) Office for Diversity, Equity, and Inclusion (ODEI).
- Identifying and predicting discrimination, harassment, and extremism for the largest employer in the world, the U.S. Military, through the administration of the modernized Defense Organizational Climate Survey (DEOCS).

I am overwhelmed with pride in how far we have come as a company and the difference we are making this year. This report gives us a moment of pause to reflect and celebrate how far we've come in our journey as a company. Our recertification as a B Corp, recognition as a *Washington Post* Top Workplace, and selection as a *Financial Times* Fastest Growing Company awardee serve as validation that we remain headed in the right direction. Because of our commitment to growth—as individuals and as an organization—we will be a better Fors Marsh tomorrow than we are today. Being a better Fors Marsh means benefiting all of our stakeholders—from our employees to our community to our clients and to our planet.

As we head into a new year, Fors Marsh remains committed to tackling society's greatest challenges—with clarity that people and place matter. We will closely orient our mission with the United Nation's (UN) Sustainable Development Goals (SDG) to ensure we are working collaboratively with thousands of other public and private enterprises to make lasting change on the most critical of topics. Our priorities will be to promote a healthier America for all (SDG 3 & 10), drive gender equality and empowerment within the workplace (SDG 5), build community resilience (SDG 11), break down barriers to civic engagement (SDG 16), and develop effective, accountable, inclusive institutions (SDG 16). In each of these areas, we will seek and prioritize work that will drive lasting social change.

Fors Marsh's vision for the future reflects our view that success is only achieved with a balance of profit and purpose over the long term. There is no blueprint for this, no formula or firm that came before. We are charting our own path to building the best company we can imagine.

Sincerely,

Ben Garthwaite, CEO

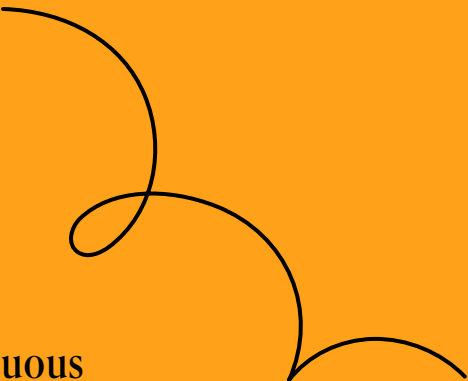


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Our thirst for improvement and continuous growth is what originally sparked our founding in 2002 and what ignites our drive today. Fors Marsh's vision for the future is unwavering in its focus on tackling society's greatest challenges—from inclusive workplaces and healthy communities to public service and the climate crisis. We view addressing these challenges as essential for the sustainability and prosperity of humanity and we believe governments, nonprofits, and businesses play a critical role in their achievement. We do our part by partnering with focused organizations, aligning our service offerings and operations, setting bold goals, and measuring and transparently reporting progress against each. Embark on this journey with us and explore our impact.



Influencing Healthier Behavior

Prioritizing healthy behaviors and mental wellness is the cornerstone of strengthening our nation. Fors Marsh public health experts have empowered underserved populations to make positive behavior changes by increasing access to health information and resources. In the past year, our Fors Marsh experts have conducted research to improve the lives of all who live in our country and to create a lasting impact.

U.S. Department of Health and Human Services (HHS) Office of the Assistant Secretary for Public Affairs (ASPA)

In what may prove to be the project of our lifetimes, HHS ASPA awarded Fors Marsh the national COVID-19 Public Education Campaign contract. Since the beginning, our campaign has been dedicated to combating rampant misinformation, encouraging vaccinations, and reinforcing the need to continue safety practices. We made, and continue to make, a focused effort on targeting those disproportionately affected by the virus. Our science-based approach aims to educate the public, slow the spread, and get every American vaccinated. *We can do this!*

U.S. Department of Agriculture (USDA)

Every day, more than 4.2 million children receive healthy snacks and meals through the Child and Adult Care Food Program (CACFP). The USDA's Team Nutrition initiative sought to develop training and informational resources to educate caregivers on best feeding practices for infants and toddlers. Fors Marsh instructional designers and our in-house Graphic Design team translated extensive research into bilingual (English and Spanish), high-quality, impactful training materials, including booklets, handouts, and videos. These materials will contribute to the continued wellness, healthy growth, and development of millions of young children across the United States.

Centers for Medicare & Medicaid Services (CMS) Center for Program Integrity (CPI)

Even hidden in a jungle of Medicare billing codes meant to defraud federal health care programs and taxpayers out of billions of dollars, crime never pays. Fors Marsh partnered with CMS CPI to educate stakeholders on how to recognize fraud, waste, and abuse (FWA), how to protect against it, and what to do about it. Due to COVID-19, our team seamlessly pivoted to providing entirely virtual training and delivered five events and one video resource that will enable trainees to identify millions of dollars in future FWA.

U.S. Food and Drug Administration (FDA)

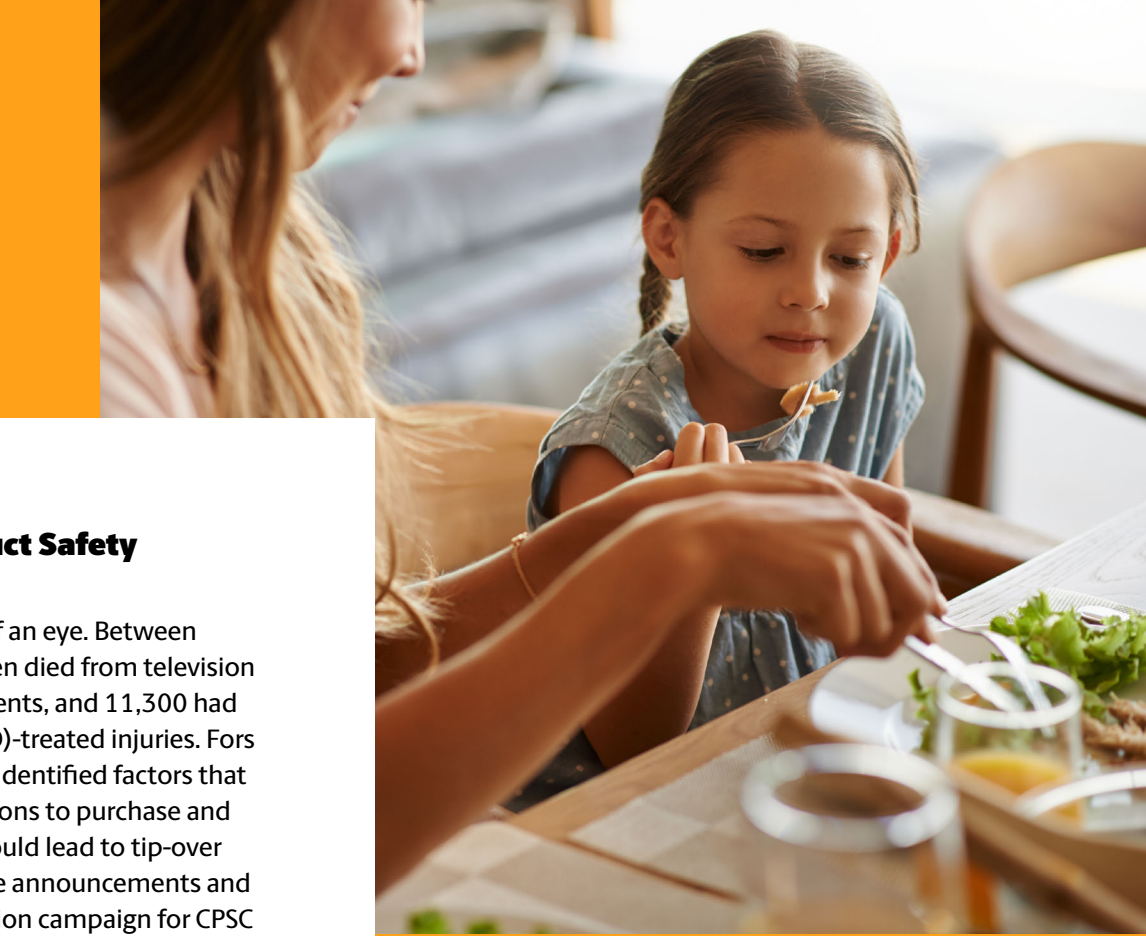
To equip the FDA to provide lifesaving information to consumers, Fors Marsh conducted a human-centered design and usability audit of FDA.gov, which receives over 5 million monthly page views. Fors Marsh identified techniques to improve site navigation and optimize third-party search. Our new enhancements to the FDA's health communications hub helps the agency positively influence public health choices and combat health-related misinformation among the 9 million consumers, researchers, and health care professionals who visit the site monthly.

U.S. Consumer Product Safety Commission (CPSC)

It can happen in the blink of an eye. Between 2019 and 2020, 469 children died from television and furniture tip-over accidents, and 11,300 had emergency department (ED)-treated injuries. Fors Marsh's formative research identified factors that influence consumers' decisions to purchase and use certain products that could lead to tip-over accidents. Our public service announcements and science-based communication campaign for CPSC will become a mainstay of tip-over awareness for years to come—and save the lives of infants and children.

National Institutes of Health (NIH) National Cancer Institute (NCI)

NCI's Small Business Innovation Research (SBIR) develops novel technologies and products to prevent, diagnose, and treat cancer in partnership with small businesses. Recognizing the critical role that small businesses play in the nation's economy and technical and medical innovation, NCI asked Fors Marsh to optimize its grant application process. Using personas and journey maps of the site's audience, our human-centered design approach increased user comprehension, reduced user questions, and increased the number of qualified applicants and submissions—bringing us one step closer to a cure.



Promoting Public Service

Fors Marsh is committed to making sure that all Americans have access to information about serving their country. Using a blend of social science, marketing, and data science methods, Fors Marsh teams create evidence-based programs to connect Americans with opportunities to serve. This tailored methodology has enabled Fors Marsh to produce high-quality programming despite the challenges that the COVID-19 pandemic has added to promoting service. Our work has been vital to our clients' mission to attract professionals dedicated to securing the national ethos through public service.

Army National Guard (ARNG)

Since 1636, the Army National Guard (ARNG) has been at the ready to defend our homeland. Assisting in disaster recovery, pandemic management, and civil disturbances, the ARNG trains and equips Soldiers in a full spectrum of operations and must maintain lofty recruitment goals year to year to preserve the caliber of force on which the American public relies. When COVID restrictions upended the ARNG's 2020 recruitment agenda, Fors Marsh delivered social media research, strategic planning, and creative marketing campaigns that allowed the ARNG to pivot to novel accession methods that attracted 43,000 new recruits.

Office of People Analytics (OPA) Joint Advertising, Market Research & Studies (JAMRS)

Since 1973, upon eliminating the draft, the United States has had an all-volunteer force (AVF) that maintains its ranks through recruitment and enlistment. The JAMRS program aims to explore the American youth population's attitude and awareness around joining the U.S. Military. To aid JAMRS's mission in sustaining an AVF, Fors Marsh recognized that all branches of the Services, rather than individualized Service-led efforts, needed the same centralized research, consultation, and

outreach efforts. We also guided JAMRS in taking a long-term, comprehensive approach to recruitment efforts as the program continues to adapt to changing generational worldviews. Fors Marsh provided over 50 ad hoc requests in 2020 and 25 custom briefing requests across DOD.

U.S. Army

Half of American youth have an inadequate understanding of military service, and fewer still have any personal connection to a military service member. With a growing disconnect between the Army and the Gen Z population, Fors Marsh researchers determined the best courses to reach those eligible and likely to be interested in joining the Army. Our research on the values, opinions, and media behavior of a diverse group of youth ages 16–28 helped shape the Army's *What's Your Warrior?* marketing campaign, which showcases the broad career paths available through Army service and inspires a new generation to answer the call to service.



National Institutes of Health (NIH) Office of Human Resources (OHR)

OHR provides full life-cycle human resources services for 11 of the 17 types of positions employed by NIH. In light of the COVID-19 pandemic, NIH's needs have evolved beyond its existing recruitment strategies. To elevate its brand perception levels and increase job seeker interest in NIH as a future employer, Fors Marsh partnered with OHR to develop a new recruitment campaign. Building off of the public awareness of NIH and the rising Gen Z workforce, Fors Marsh used robust research to inform the creation of brand assets and an advertising campaign meant to attract the talent required to enhance health, lengthen life, and reduce illness and disability.

U.S. Public Health Service Commissioned Corps (USPHSCC)

Fors Marsh's extensive research, brand strategy, and strategic communication activities increased USPHSCC's employment applications 140-fold within 5 months. The timing of these efforts was vital as the nation embarked on slowing the spread of COVID-19. With its compelling brand presence, USPHSCC—the only uniformed service dedicated solely to protecting America's public health—will continue to attract future frontline health professionals and retain the over 6,000 currently protecting, promoting, and advancing the health and safety of our nation.



Developing Tomorrow's Federal Workforce

At Fors Marsh our eyes are on the future. Yes, we pride ourselves on the difference we're making now, but a lasting, sustainable impact remains our priority. Developing dynamic programs to keep pace with an evolving workforce and changing ecosystem is critical to keeping employees engaged, empowered, and inspired. If nothing else, the work landscape has shifted. A solid workforce development program to help employees learn new skills or develop new roles can prepare businesses for emerging challenges—think climate assessment or disaster response.

United States Air Force (USAF)

Fors Marsh identified gaps in the USAF's Personal Financial Readiness training program to better save for retirement. Using an agile instruction design approach allowing for collaboration and feedback, Fors Marsh prepared a curriculum addressing just-in-time content. Training or counseling around major life events such as marriage, birth, and divorce, which could affect finances and savings plans, are now included in financial readiness training. This updated curriculum provides the USAF with tools to increase overall financial literacy and better prepare Airmen and their families to better plan their financial futures.

United States Citizenship and Immigration Services (USCIS)

In 2020, the USCIS received nearly 8 million applications, petitions, and requests—and that was the lowest number in the past 5 years due to COVID-19. With such an extraordinary workload, the organization needed more than its standard mandatory 1-week training for new supervisors. USCIS employees are entrusted every day with the challenge to help people build better lives while defending the integrity of the nation's immigration system. Fors Marsh delivered 132 separate training webinars to over 21,000 employees to create better leaders who will engage and inspire their employees to uphold the institution's daunting mission. Fors Marsh also consulted on methods to increase agency collaboration, enhance the USCIS culture, prevent burnout, and improve supervisor–employee communications.



United States Army Research Institute for the Behavioral and Social Sciences (ARI)

As U.S. Army policies change, so should the organization's culture. With the repeal of Don't Ask, Don't Tell, a reversed ban on transgender people from serving in the U.S. Military, and women now integrated into combat roles, the Army wanted to establish explicit guidelines to promote a culture of dignity, inclusion, and respect for everyone who serves. Fors Marsh created an evidence-based training approach called Facilitating Inclusion and Respect in Squads Training (FIRST). This training aids in fully leveraging the skills of the Army's diverse workforce. It frankly addresses challenging issues such as sexual harassment and assault, race-based discrimination, bullying, and other forms of interpersonal conflict to underscore the necessity of safe, open, and inclusive work environments for all Soldiers.

National Labor Relations Board (NLRB)

NLRB works to enforce the National Labor Relations Act to prevent and remedy unfair labor practices. As an organization vested with the power to safeguard employee rights, the agency requested tailored training materials that would have long-term positive impacts for its own employees and the agency as a whole. Fors Marsh developed competency models to serve as performance standards and an employee development plan to help path their careers at NLRB. The standardized training and review procedures will mean cost savings by eliminating redundant training sessions, encouraging regular and straightforward communication between supervisors and employees to facilitate professional development, boosting morale, and improving retention of a talented workforce.

National Science Foundation (NSF)

Discovery, learning, research infrastructure, and stewardship. These building blocks provide the NSF with its visionary goal “...to promote the progress of science; to advance the national health, prosperity, and welfare; [and] to secure the national defense.” To aid the NSF, Fors Marsh identified strategic workforce development solutions to improve the agency's project management methodologies and revise its core competencies by identifying proficiency gaps, developing training plans, and optimizing its position descriptions. Fors Marsh teams also reviewed over 8,000 courses to create a personalized curriculum and project management implementation program. The NSF is now equipped with solutions that will help enhance the nation's health, prosperity, and welfare through the advancement of science.

Transportation Security Administration (TSA)

A thriving work culture needs dynamic leaders who prioritize career growth, productivity, communication, and empathy. The TSA enlisted Fors Marsh's experts to create developmental education to empower its employees to become leaders through an innovative, interactive webinar series. With a focus on leadership skills, these 33 webinars delivered to over 4,000 employees covered topics ranging from conflict resolution, maintaining work–life balance, and peer-to-peer coaching.

“Fors Marsh is very easy to work with, accommodating to the government's needs, and works hard to achieve a quality product for our future leaders.”



Transportation
Security
Administration

Building Community Resilience

The unique challenges and crises that our nation faces today underscore the need for community readiness and resilience. The COVID-19 pandemic has stressed the fact that assessing, planning, and communicating resources and information is paramount to effective emergency and public health preparedness. Whether our communities are recovering from natural disasters, facing medical emergencies, or battling systemic challenges, Fors Marsh’s expertise in data science, strategy, and social science research is ready to support and help forge a more secure and resilient nation.

Federal Emergency Management Agency (FEMA) National Preparedness Assessment Division (NPAD)

National preparedness, risk mitigation, and the resiliency of the American people were never more top of mind than this past year. During a historic health crisis, our risk specialists developed the FEMA 2020 National Preparedness Report, a snapshot of the nation’s disaster preparedness and response capabilities. In the face of a new and unequaled challenge such as COVID-19, Fors Marsh documented best practices for using grants slated for pandemic relief to assist FEMA in crisis response. National preparedness is the responsibility of us all, and we’re proud to help close the gaps in emergency management.

Department of Defense (DOD) Sexual Assault Prevention and Response Office (SAPRO)

Every service member deserves a safe, respectful workplace. Yet, there were 7,816 reports of sexual assault received by DOD in 2020. Fors Marsh examined attitudes and experiences of service members and military service academy cadets surrounding the dynamics of sexual assault and

gender discrimination in the U.S. Military. Results were included as part of the “Department of Defense Annual Report on Sexual Assault in the Military,” which serves as the Department’s foundational report to implement sexual assault prevention, training, victim care, and accountability goals.

Office of People Analytics (OPA) Health & Resilience Research Division (H&R)

About 2.5 million service members and DOD civilians participate in a Defense Organizational Climate Survey (DEOCS) each year to provide senior and unit leaders indicators on the health of a unit’s workplace and climate. By modernizing the survey, Fors Marsh has provided OPA the tools to dive deeper into critical operational policies and their compliance, including sexual assault and harassment; racial, age, and disability discrimination; and job satisfaction and organizational trust. These confidential surveys serve as essential tools in maintaining transparency and accountability within the U.S. Military.



“The unique challenges and crises that our nation faces today underscore the need for community readiness and resilience.”

Increasing Civic Prosperity

The American people faced a crisis of confidence as the public institutions that many had taken for granted their entire lives felt in danger of breaking or seemed hopelessly beyond repair. Just 20% of Americans trusted the federal government—a record low. For others, spurred on by the institutional biases deeply rooted in this nation’s civic life, the upheaval stoked a fire to demand equity, reform, accountability, and policy change to federal and private sectors. We witnessed a bedrock of our country—free and fair elections—become at risk. Health care inequities between the “haves” and the “have-nots” led to significant racial and socioeconomic disparities in COVID-19 diagnoses. And unemployment reached a high of 14.4%, with 20.5 million Americans out of work. In the face of these challenges, Fors Marsh worked to improve systems and policies to help create a more engaged and prosperous society for all Americans.

Federal Voting Assistance Program (FVAP)

Active duty military members stationed away from their home jurisdiction have been eligible to vote by mail for decades. In preparation for the November 2020 federal election, FVAP enlisted Fors Marsh to assess the Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA) websites. The pages provide more than 1.3 million service members, eligible family members, and overseas citizens with detailed information on the absentee voting process. Fors Marsh’s translation of complex research into attention-grabbing, compelling education and outreach materials improved FVAP’s online and paper-based voter registration information to better assist UOCAVA voters as they seek to exercise their voting rights.

National Institute of Standards and Technology (NIST)

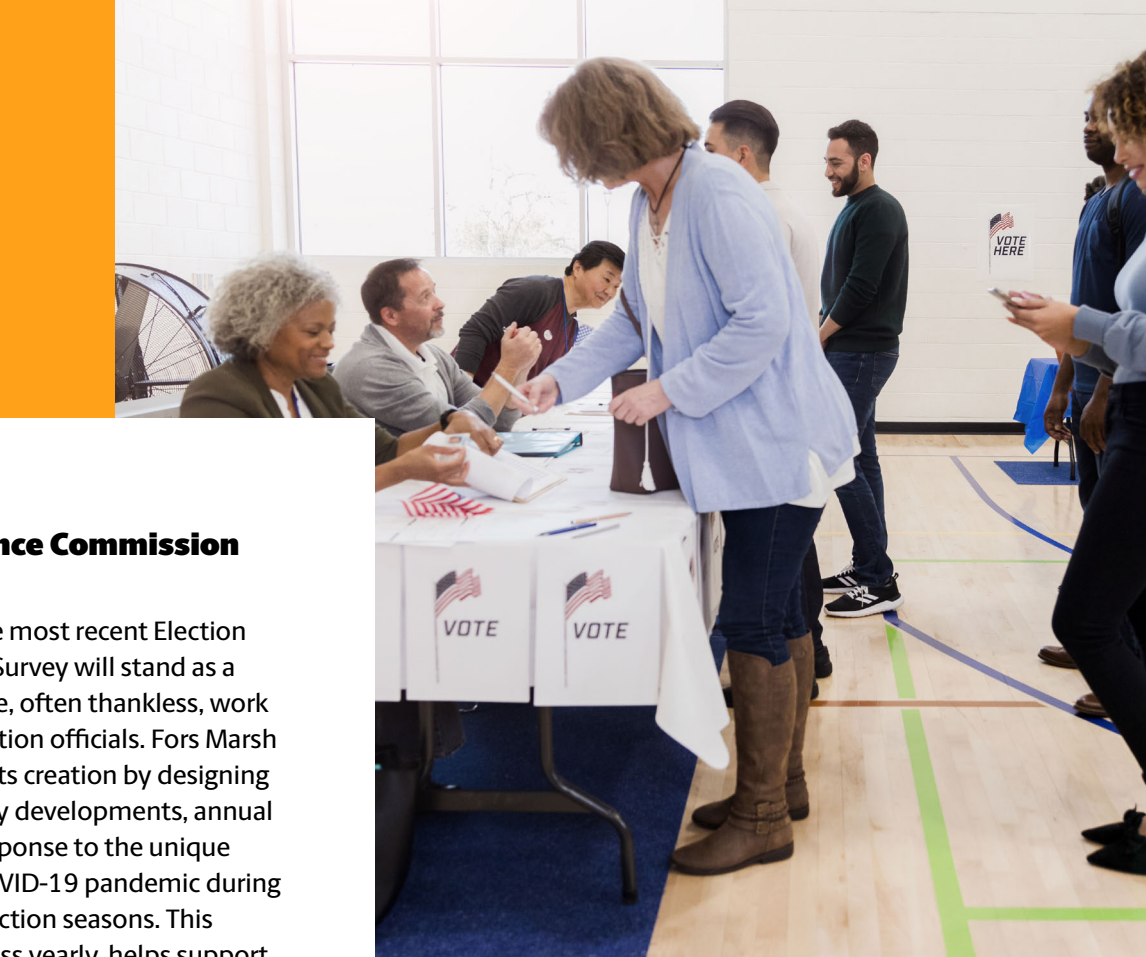
Less than half of all U.S. students are taught cybersecurity basics in school. Yet 84% of teens own a smartphone, and connected devices are only becoming more pervasive in our lives and homes. Having a connected Internet of Things (IoT) home brings with it inherent privacy concerns, including insecure communications, data storage, and access to confidential information. That’s why NIST enlisted Fors Marsh to develop password and online security guidance for parents and kids. Educating our youth to be aware of the risks to their privacy online will build a safer internet and advances NIST’s mission to address current and future information security challenges.

U.S. Election Assistance Commission (EAC)

In an extraordinary year, the most recent Election Administration and Voting Survey will stand as a testament to the impressive, often thankless, work of the nation’s poll and election officials. Fors Marsh was proud to play a role in its creation by designing the report and capturing key developments, annual successes, and the EAC’s response to the unique challenges posed by the COVID-19 pandemic during the primary and general election seasons. This report, presented to Congress yearly, helps support the agency’s long-term initiatives in crucial areas like voting technology, accessible elections, and providing support and funding to state election authorities.

Consumer Financial Protection Bureau (CFPB)

An average American has four credit cards and carries a balance of around \$6,000, and in 2020, up to 66% of consumers were living paycheck to paycheck. Debt education resources are vital to keep struggling consumers protected and help them understand their rights and how debt collection works. Fors Marsh headed several projects with CFPB, including assessing the effectiveness of their debt collection validation notices for consumers to send to creditors requesting proof of debt. It’s an essential and often daunting first step in clearing or settling debt that many consumers remain unaware of. But, aided by simple tools, consumers can begin the process of financial well-being.



Leading by Example: Putting People First

Enacting positive change in our communities begins with putting people first. As a B Corporation, Fors Marsh believes in keeping people at the center of our business ecosystem and that business itself should be a force for good. Although many have been beset with unprecedented challenges, Fors Marsh was able to draw on these values to demonstrate resilience and ensure that our impact was felt by those who needed help the most.

B Lab: Igniting Conscious Capitalism

How we work, where we work, and what our C-suites look like were all rightfully questioned this past year—issues long due for a reckoning, with the pandemic only hastening their scrutiny. With public outcry demanding change against mounting social injustices and “For Lease” signs popping up in business windows across the country everywhere, Fors Marsh and B Lab partnered to use the power of the B Corp community to effect change. Through a series of surveys, Fors Marsh researchers provided critical information to B Lab, shedding light on over 1,200 B Corps organizations—where they were struggling, how they were succeeding, and guidance to equip B Lab to best tailor their offerings to the B Corp community. To learn where the B Corp movement’s opportunity for growth has the most potential, we launched a public awareness survey and found that food security, ethical business practices, equality, and sustainability are top priorities for consumers. Our B Corp members across the United States and Canada are well-positioned to engage in these challenging topics and be the force for change modern buyers want. In fact, after learning about B Corp certification, 62% of our survey respondents expressed interest in purchasing from a B Corp. That’s conscious capitalism.

Global Recovery Initiative (GRI): Overcoming Substance Use Disorder

We began one of our most important and enterprising efforts to make a difference in our community—by committing to improving the resourcing and support of recovery programs for people overcoming substance use disorder (SUD). More than 25 million Americans are battling SUD, and a lack of funding and resources along with a potent stigma associated with SUD means that accessing recovery programs is a challenge for those seeking help. In partnership with GRI, Fors Marsh hosted a first-of-its-kind SUD Recovery Research Summit, bringing together a diverse group of 213 participants, including recovery researchers, academic institutions, private funders, corporations, and senior government officials from the Department of Health and Human Services, Office of National Drug Control Policy, Centers for Disease Control and Prevention, Substance Abuse and Mental Health Services Administration, and the National Institutes of Health (NIH) to identify gaps, challenges, and opportunities that will continue to advance the field of recovery.

Meals on Wheels America (MOWA): Aiding the COVID-19 Response

In response to a surge in meal requests to MOWA at the onset of the COVID-19 pandemic, Fors Marsh worked to increase the nonprofit’s media visibility by delivering a coordinated messaging campaign to the media, funders, and policymakers. As a result, MOWA delivered an increase of 1 million meals to seniors during the pandemic. More than 9.7 million seniors in the United States were facing hunger and food insecurity even before the onset of the COVID-19 pandemic, but with Fors Marsh’s marketing support, MOWA was able to exceed its fundraising goals to address crucial health and social needs of our nation’s seniors.





Impact From Within

As a Certified B Corporation, Fors Marsh’s approach to operating both in today’s environment and the future is one of compassion and understanding. We have collectively learned just how resilient we all are as we adapted to meet challenges, creatively finding ways to deliver for our clients, and be there for one another and our community in so many ways.

We continue to propel Fors Marsh’s business forward by advocating for each other. Fors Marsh recognized early on that the COVID-19 pandemic affected most employees’ mental health—from anxiety about catching the virus to uncertainty about the future of their family and friends. We provided support services to every employee who needed them, both during and outside of work, and remain committed to destigmatizing any medical condition—physical or mental—that could impact employees and their families from seeking help.

Fors Marsh also recommitted to anti-racism as a core part of our culture and business practices. We are taking focused and sustained action to ensure our systems, policies, practices, and ideologies are both equitable and inclusive. Since its inception in 2019, Fors Marsh’s Driving Inclusion and Valuing Equity (DIVE) committee has prioritized creating and sustaining an inclusive environment at Fors Marsh. Fors Marsh’s Racial Equity Team (RET) was established in 2020 to guide this work and drive organizational change.

We expanded Fors Marsh’s employee-led affinity groups, bringing employees with similar backgrounds or interests together and playing a vital role in ensuring an inclusive environment where all are valued, included, and empowered to succeed.

Although Fors Marsh worked on a large scale by partnering with GRI to host the SUD Recovery Research Summit, we also made sure we remained committed to our first Core Value: People First. Guided by the Social Engagement through Research Centered Volunteerism (SERV) division’s thought leadership, we’ve now expanded Fors Marsh’s benefits package to include SUD, harm reduction, and recovery services. SERV has also organized workplace training on treatment and support practices so employees can better understand how a loved one with SUD may be struggling and how to best support them.

Fors Marsh remains focused on continually raising the bar of the employee and client experience. Our multiple awards are a testament to our efforts—recognition solidifying our commitment to always putting people first and offering proof of concept. Fors Marsh’s dedication to creating impact from within is as sustainable as it is unique.

“Great team at Fors Marsh with staff that really get excited about the work. Loved working with the team!”

Our Success



Our Community Support



Our 2021 Client Satisfaction Responses



“ Fors Marsh staff helped us to figure out how to present our research findings in a way that was both accurate and accessible to the general public. This was the first time we have hired a company with both research and communications backgrounds, so it was very helpful to have guidance on how to balance both.”

“Fors Marsh is very easy to work with, accommodating to the government’s needs, and works hard to achieve a quality product for our future leaders.”

“ Fors Marsh was instrumental in providing the strategic and technical expertise we needed. The team guided us on new approaches to refreshing our website and showcasing the massive impact we make at the national and state levels to help our communities and citizens. While adapting to a consistently inconsistent environment, team Fors Marsh’s contributions allowed us to meet our requirements, continue operations, and provide the necessary support to 54 U.S. states, territories, and Washington D.C. during these extraordinary times.”

“Fors Marsh didn’t miss one requirement and exceeded expectations in responsiveness and coordination. Truly an impressive accomplishment given the small room for error or delay.”



“ The research conducted by Fors Marsh is not only valuable for the continuation of our contracted work but has also provided insight and data that can be used to improve other aspects of our operations.”

“ Not only did [they] fulfill our contract requirements but have gone above and beyond in providing valuable recommendations to project execution and strategy to maximize impact.”

“Great team at Fors Marsh with staff that really get excited about the work. Loved working with the team!”

“ I really enjoyed working with Fors Marsh on this project. They were extremely communicative, responsive, professional, and clearly concerned with making sure that our needs were met. The final product turned out really well. This was one of my best experiences with a contractor and I look forward to potentially working with Fors Marsh again in the future!”





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