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2008





Practical Intelligence



# Practical Intelligence

Many consulting firms have bright people. But take these consultants out of their offices, into the field, and they can be out of their element.

ICF is different from other professional services firms. We're smart too, but we aren't consultants who simply tell clients what they should do or what they want to hear. We've been practitioners ourselves. So we listen to our clients and offer advice and implementation support that balances theory with practical experience to get the job done.

Although we've grown from an entrepreneurial start-up to a diverse global organization, we don't homogenize our response to clients' needs. We bring the right scale and right resources to every project. We anticipate trends and developments so we don't have to take a me-too approach, and our implementations are not just quick fixes. We still believe in hands-on client service—our clients work directly with the experts, our staff.

Because we don't provide consulting as usual, we often juxtapose our knowledge, skills, and services in unexpected ways. ICF is not a by-the-numbers type of firm. Nevertheless, we are proud of the numbers associated with our work.



# Message from the Chairman and Chief Executive Officer

In 2008, we continued to provide what has been our hallmark—exceptional client service on important issues designed to protect and improve the quality of life. With our unparalleled domain expertise, we addressed the front-burner topics of today as well as the most significant issues that will characterize the next few decades. The achievements of the past year proved the validity of the focus and direction of our market and growth strategies. Our financial and operating strengths and sound position in key markets make us a premier professional services firm for the 21st century.

## Energy and Climate Change

Energy and climate change are expected to be signature issues of the 21st century. In the years ahead, we anticipate more focus on regulatory approaches, increased investment in renewable energy sources, improved commitment to sustainability, and greater cooperation with other nations. We will build on our unequalled expertise in these domains, our understanding of these issues across the global landscape, and our location in key countries around the world.

ICF is a global leader in the climate change professional services business with our broad array of service offerings, as confirmed by independent Verdantix Green Quadrant™ research for the domestic and European markets. In 2008, we were particularly proud of our continued support to U.S. Environmental Protection Agency (EPA) efforts to help state and local governments analyze options and develop and implement clean energy and climate change mitigation and adaptation solutions.

In 2008, we won the most awards in our history from *Environmental Finance*, a leading publication covering the impact of environmental issues on the lending, insurance, investment, and trading decisions affecting industry. We were awarded Best Advisor designations in four categories: European Union Emissions Trading Scheme; Kyoto Projects; North American Mandatory Markets; and Voluntary Markets.

## Environment and Infrastructure

Also in 2008, we applied our substantial expertise in conducting environmental impact analyses, human health risk and chemical toxicity assessments, hazardous materials management, and onsite environmental program management in support of clients' environmental initiatives. In addition, the market demand continued for projects designed to safeguard and improve U.S. infrastructure, and we expect that demand to increase significantly. Our 30 years working across all EPA programs, combined with experience supporting the U.S. Department of the Interior and expanded support at the state and local levels, will enable us to contribute to these critical programs.

## **Health, Human Services, and Social Programs**

Our 25-year relationship with the U.S. Department of Health and Human Services expanded in 2008 with broader support of federal Head Start, Early Head Start, and child care research programs. In addition, we continued to develop innovative Web applications and manage large, complex clearinghouse operations in the health and human services field. Spending on social programs is expected to rise and our long-standing partnerships will enable us to grow our presence in supporting these programs.

## **Defense and Homeland Security**

Defense and homeland security remained U.S. priorities throughout 2008. We increased our involvement in leadership development within the defense community by customizing tools, training, and technologies to ensure personnel capabilities are in place to confront future threats. Our work on the National Infrastructure Protection Plan for the U.S. Department of Homeland Security continued, and we are proud of the role we have played in the vital mission of bolstering U.S. national security.

## **Consistent Growth**

Organic growth in 2008, without acquisitions, was more than 20 percent over the previous year. The growth occurred across virtually all our markets and in all client segments—federal, state and local, commercial, and international. Growth from acquisitions complemented our strong organic growth. In our largest acquisition through 2008, more than 400 Jones & Stokes colleagues significantly increased our presence in the western United States and enhanced our environmental planning and natural resource management capabilities. We've already been quite successful in securing new business that could only have been won by our firms working jointly.

In 2008, we finalized plans to establish a new office in Beijing to provide a full range of professional services throughout China, with emphasis on serving the rapidly growing Chinese infrastructure market in energy and transportation industries, while targeting corporate environmental sustainability planning and sustainable supply chain operations. The addition of our Beijing office brings the number of offices we maintain outside the United States to six, four of which—Brazil, Russia, India, and China—represent the countries with the most significant infrastructure development and climate change mitigation opportunities.

We continued to make significant progress on the largest housing reconstruction program in U.S. history. The Road Home program originally was projected to receive 123,000 applications and provide 100,000 grants to homeowners who suffered losses from Hurricanes Katrina and Rita in 2005. As 2008 closed, we'd completed more than 120,000 grants, and did so ahead of the originally contracted schedule, putting approximately \$7.5 billion into the hands of eligible homeowners—a testimony to the unwavering commitment and hard work of the ICF team.

## **Corporate Sustainability**

We became one of the first professional services firms in the world to achieve carbon neutrality by combining new and existing energy efficiency measures and the purchase of high-quality carbon offsets. As a major provider of carbon mitigation and adaptation services, we led by example and made our facilities carbon neutral by following the same rigorous methodologies we advise for our clients. In addition, our employee-led Green Team was awarded second place in the Net Impact Green Challenge for internal corporate sustainability projects.

Our dedication to company-wide greening is matched by our encouragement of personal efforts. In 2008, we introduced our proprietary Web-based Do Your Part! program that offers a carbon calculator, goal-setting tool, and participation-tracking tool to help employees individually reduce their carbon footprint. Our 2009 goal is to have 20 percent of our employees participate in this program and for participants to reduce their greenhouse gas emissions by 10 percent.

## Our People

In 2008, we continued our long tradition of hiring highly analytical, articulate people who have a vibrant interest in and commitment to our domain areas. Nearly 47 percent of our professional staff hold graduate degrees. Our people are insightful because of their multidisciplinary capabilities, yet savvy because of their relevant industry or government experience.

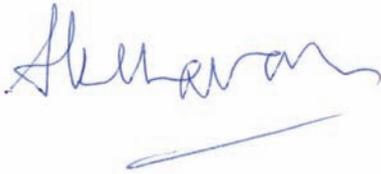
We're unique in the scale, breadth, and diversity of our expertise and the specialized communities of practice we've established within our workforce. It is difficult to find another firm in our key markets that has more than 1,000 people working on environmental issues, more than 700 dealing with energy topics, and 500 applying their high-end skills to improving health and human services. Not only do we understand the issues, and therefore the client mission, but we also have the tools and techniques to implement our advice to attain the desired results for our clients. Our experience is practical, and clients appreciate that they don't have to educate us on their mission.

Currently, the average tenure among nearly 200 company officers is more than 12 years, and our employee turnover of 12.9 percent in our core business is significantly lower than that of our competitors. Retention is high because our people genuinely like the work they do and, quite simply, they find ICF to be a great place to work.

## A Promising Outlook

While the current economic climate presents some challenges, I believe our core markets are aligned with the priorities of the Obama Administration, and our reputation for excellence should serve us well. Over the next decade, more government involvement is predicted in the energy and climate change; environment and infrastructure; health, human services, and social programs; and defense and homeland security arenas, while both government and industry will look for more sustainable ways of conducting business. I am confident we're in a strong position to leverage our intellectual property to take advantage of these expanded opportunities.

We have a realistic approach to investing for growth that is based on carefully managing risk and using resources optimally. As we move forward, we'll consider our current mix of business and how to build on it best to meet our expansion goals. We'll assess the external business environment and market conditions to identify the greatest opportunities for strategic growth. We'll continue to formulate advice that is analytically sound, from a fact-based perspective that avoids advocacy and enables us to work across the entire spectrum of issues. Our services will be based on our strengths; therefore, we'll maintain preferred-partner status in our core markets, allowing us to provide a healthy return to shareholders. I believe that such goals will define the successful 21st century professional services firm.



Sudhakar Kesavan  
Chairman and Chief Executive Officer



# PASSION. EXPERTISE. RESULTS. PERSONIFIED.

*BusinessWeek* cited ICF on its annual list of the top 50 Hot Growth Companies. ICF climbed 17 spots to number 43 in *The Washington Post* roster of the 200 largest public companies in the Washington, DC, region. ICF was named for the first time, at number 93, to the list of Top 100 Government IT Contractors by *Washington Technology*.

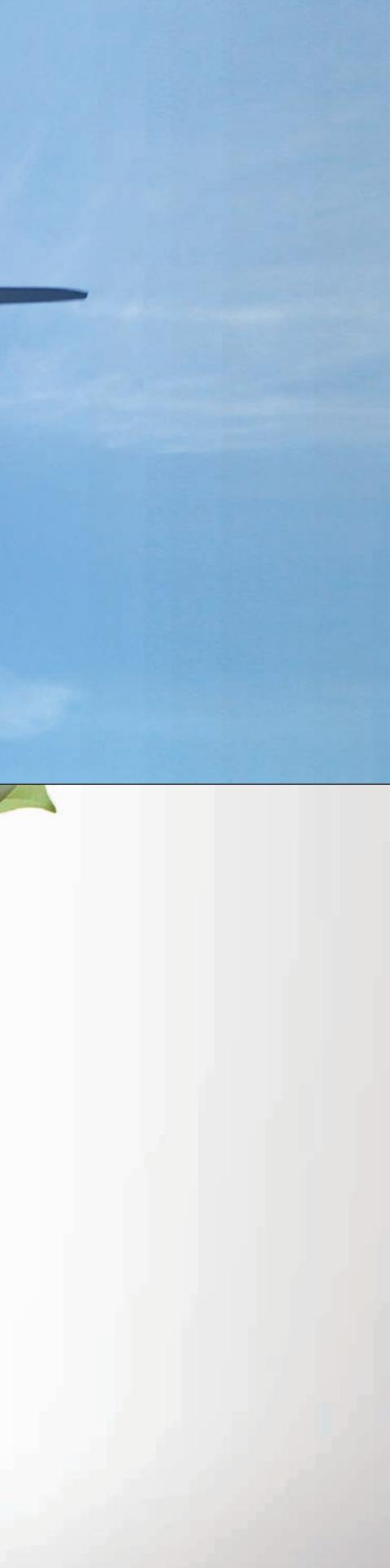
While these numbers and rankings verify our accomplishments, they don't reveal the basis for our success—our highly skilled and dedicated staff of more than 3,000 people worldwide.

Because we deal with the defining issues of our time, ICF attracts and retains staff who are both knowledgeable and passionate. They are specialists in their respective fields, yet are approachable, which makes them particularly effective in carrying out meaningful work.

At ICF, our people take their work personally. Their know-how and enthusiasm for implementing the actions we recommend enable ICF to capture tremendous opportunities in our major markets, while we contribute to improving and protecting the quality of life for us all.

A glance at some of the projects we undertook in 2008 not only tells the story of where we've been, but also of where we're going. It is the passion of our people to do work that matters that will help us achieve our goals.





# DEEP ROOTS

## Energy and Climate Change

Some of today's most urgent issues relate to fuels, climate change, energy efficiency, and power generation, and are the very issues we've tackled with clients consistently for more than three decades. Long before sustainability topics grabbed worldwide attention, ICF supported programs aimed at reducing energy use and greenhouse gas emissions. In fact, some of our energy and climate change experts literally wrote the book on carbon inventory estimation and helping organizations devise realistic mitigation and adaptation strategies.



## 20

ICF has been deeply involved in U.S. bilateral energy and environment programs in China since 1993. Now, we're working with the Chinese government and private sector to realize that nation's ambitious national energy conservation goal, which calls for a **20** percent reduction in energy intensity per unit of GDP by 2010. ICF is developing a new energy performance rating system for buildings in China, which will provide the government and industry with a single, practical metric on which to base policies and programs to improve energy performance and reduce energy use.

## 2003

ICF is working with the North American Electric Reliability Corporation (NERC), the U.S. Department of Energy, and the energy industry to implement a wide-area visualization system across the United States, as specified in the final report on the northeast blackout of August **2003**. The project, led by NERC, is facilitating the expansion of a network of electronic devices that will help transmission system operators manage the transmission grid in real time, understand the effects of integrating large amounts of renewable energy on the grid, and analyze reliability events on the grid in real time, transforming how the U.S. electric transmission system is managed.

# 2

Until **two** years ago, gasoline produced in Africa was leaded. African refiners have made a significant effort to eliminate lead and, through the World Bank Sub-Saharan Africa Project, are now aiming to reduce sulfur in both gasoline and gasoil (diesel). ICF is projecting demand for petroleum products through 2020 and modeling the costs of achieving low-sulfur transportation fuels. ICF also is estimating the health and monetary benefits associated with proposed fuel specifications and will compare these benefits with the investment costs required for sub-Saharan African refineries to reach the specifications.

# 3

Better decision-making on greenhouse gas policies is the anticipated outcome of ICF's groundbreaking work on all **three** U.S. regional climate initiatives: the Western Climate Initiative, the Midwestern Greenhouse Gas Reduction Accord, and the Regional Greenhouse Gas Initiative in the northeast United States. The initiatives are designed to limit greenhouse gas emissions, and take varying approaches in terms of the economic sectors covered, timing, and stringency. Drawing expertise from across ICF—in modeling, building energy efficiency, transportation, and industry—we modeled cap-and-trade policies, along with complementary or alternative policies, and developed detailed procedures for the use of greenhouse gas offsets.

# 14,728,000

The goal of San Francisco Energy Watch is to help small business owners and tenants in multifamily buildings reduce energy consumption by offering energy efficiency incentives. The program, which targets some traditionally hard-to-reach markets, helps Pacific Gas and Electric and the City of San Francisco meet their energy efficiency goals and helps customers reduce their utility bills. To date, the program has saved **14,728,000** net kilowatt hours and saved San Francisco residents more than \$2 million in utility costs.





# PEOPLE-DRIVEN SUCCESS

## Environment and Infrastructure



With our skills in transportation planning, urban and land use planning, environmental science, economics, financial analysis, policy analysis, and communications, we assist clients in developing and actualizing solutions at the nexus of infrastructure, transportation, energy, economic development, and the environment. Working across all environmental media—land, air, and water—our experts help clients preserve the past and prepare for the future in small- and large-scale projects.



# 4,218

ICF completed a City of Los Angeles Historic-Cultural Monument application for Griffith Park, at **4,218** acres the largest urban wilderness park in the United States and the largest municipal landmark in the country. Through archival, database, and oral history research, our architectural historians documented complex, multi-layered historical resources, while our GPS and GIS mapping experts provided additional data to chart resources within park boundaries. ICF also worked with key stakeholders to shepherd the application through the city review and approval process. This application, which provides a template for landmarking complex, large-scale properties, including open space properties, was approved unanimously by the Los Angeles City Council.

# 117

As environmental program manager for the San Diego Water Authority's Capital Improvement Program and the Regional Water Facilities Master Plan, ICF offered input ranging from preparing a critical habitat assessment to providing technical environmental and permitting assistance for a **117**-foot dam raise for emergency and carryover water storage. ICF also provides environmental training to Water Authority staff and has been instrumental in helping the Water Authority develop a diversified water supply portfolio and design and construct new water facilities that both increase supply and create emergency reserves in a region with complex water issues.

# 11

A multidisciplinary team of ICF specialists in recreation, water resources, range management, air quality, soils, planning, geology, and biology are revising three Resource Management Plans for the U.S. Department of the Interior, Bureau of Land Management (BLM). The scope of the three plans includes more than 6 million acres of BLM-administered surface land and **11** million acres of federal mineral estate in Wyoming. To date, ICF staff have compiled and summarized volumes of information on resources and their uses on these lands, supported public scoping meetings to solicit input, facilitated workshops to formulate alternative land use plans, and analyzed public scoping comments. BLM has licensed ICF's CommentWorks® as part of its new ePlanning system, which will be used on all future Resource Management Plan revisions and National Environmental Policy Act documents.

# 2010

REACH (Registration, Evaluation, Authorization, and Restriction of Chemicals), a new and comprehensive European Union regulation intended to reduce risks from chemicals in the European marketplace, is changing the way chemicals are made, marketed, and used. ICF staff from North American and European offices are helping several consortia of major multinational companies comply with REACH chemical registration deadlines that begin in **2010**.

# 10

ICF experts in aviation demand forecasting, multi-airport systems analysis, airport environmental analysis, and public outreach are working with the San Francisco Bay Area Regional Airport Planning Committee to support development of a long-range vision and implementation plan for the region's aviation system. The project team is crafting alternative airport system scenarios and assessing their impacts on airport capacity and the environment in one of the **10** largest air travel markets in the United States.

# EXCELLING IN TOMORROW'S MARKETS

Since 1969

## 1969

Clarence "Lucky" Lester, a former Tuskegee Airman, and three U.S. Department of Defense analysts founded the Inner City Fund, a venture capital firm whose mission was to finance minority-owned businesses.

## 1972

Reorganized as a professional services business and renamed ICF Incorporated.

## 1976

Led energy sector modeling for U.S. government to address OPEC oil embargo.

## 1978

Provided analytical framework for U.S. Natural Gas Policy Act.

## 1984

Led the investigation of the industrial chemical release in Bhopal, India, that resulted in the immediate deaths of more than 3,000 people.

Estimated for a congressional commission the economic loss to Japanese Americans interned during World War II.

Published, in conjunction with our work on behalf of EPA, the groundbreaking book, *Greenhouse Effect and Sea Level Rise: A Challenge for This Generation*.

## 1985

Assessed the effect of family factors on U.S. Army retention, readiness, and sense of community.

## 1987

Developed the first Integrated Planning Model® of the North American power, fuels, and environmental markets, which was used by industry and government in crafting the U.S. Clean Air Act Amendments.

Created a health effects model to characterize UV exposure associated with ozone depletion.

Conducted a cost-benefit analysis of U.S. Navy alcohol and drug programs.

## 1990

Began operation of the national Clearinghouse on Child Abuse and Neglect for the U.S. Department of Health and Human Services Children's Bureau.

## 1991

Wrote landmark study that forecasted a shift from traditional mail to electronic communications.

## 1992

Supported the launch of the ENERGY STAR® label for energy-efficient products and buildings.

Established the first private environmental professional services firm in Russia, ICF/EKO.

## 1995

Facilitated the launch of Healthy Steps® for Young Children, a national initiative focused on the importance of the first three years of life by helping parents access child development resources.

**1999**

Conducted the first corporate-wide greenhouse gas audit for industry.

Developed the port privatization study for the government of Panama, which was instrumental to the development of new commercial ports on both the Atlantic and Pacific links of the Panama Canal.

**2001**

Developed a secure, nationwide, Web-based information portal for real-time, coordinated response for U.S. emergency agencies across all levels of government.

**2002**

Developed the first network-centric logistics system for the U.S. Department of Defense.

Acquired two divisions of Arthur D. Little, Inc. to expand commercial environmental services business.

**2003**

Launched operation of the U.S. Department of Justice Office for Victims of Crime Training and Technical Assistance Center.

**2005**

Acquired Synergy, Inc. to deepen expertise in logistics modeling, and Caliber Associates, Inc. to expand presence at the U.S. Department of Health and Human Services.

**2006**

Renamed ICF International to reflect growing geographic presence and increased scope of professional services.

Pursued an Initial Public Offering and publicly traded on NASDAQ under the symbol ICFI.

Selected to manage implementation of The Road Home program, a federally funded initiative of the State of Louisiana to assist homeowners and rental property owners in rebuilding after Hurricanes Katrina and Rita.

**2007**

Acquired EEA (Energy and Environmental Analysis), APCG (Advanced Performance Consulting Group), Z-Tech, and SH&E (Simat, Helliesen & Eichner).

Awarded Best Advisor for North American greenhouse gas markets and Best Advisor Runner-up in Kyoto project credits for the second consecutive year by readers of *Environmental Finance* magazine.

Named 2007 Outstanding Contractor by the Administration for Children and Families for support of the Children's Bureau.

Became one of the first professional services firms in the world to achieve carbon neutrality.

**2008**

Acquired Jones & Stokes to expand geographical presence on the West Coast in our core environmental services area.

Crafted assessment tools for U.S. Census Bureau use in hiring census takers in 2010.

Selected Best Advisor in four categories by *Environmental Finance* magazine: European Union Emissions Trading Scheme; Kyoto Projects; North American Mandatory Markets; and Voluntary Markets.







# ON THE FRONTLINE

## Health, Human Services, and Social Programs

ICF supports public, private, and nonprofit initiatives that reach directly into neighborhoods and individuals' lives to promote greater health and well-being for families and communities. Our approach to operating large-scale programs often places ICF staff onsite at client locations to provide regionally based subject matter, training, and technical assistance expertise to practitioners in the field facing new challenges every day.



60, 11

3.92

Recognizing that the first five years of a child's life lay the foundation for future learning and development, ICF supported early care and education efforts for the Office of Head Start, Administration for Children and Families (ACF). We have more than **60** staff working in four ACF regions and 14 states, providing training and technical assistance to grantees to ensure they meet program performance standards and deliver high-quality services for children and families. We also continued administration of the National Child Care Information and Technical Assistance Center, staffing a call center and library and operating a comprehensive Web site. In addition, **11** field-based ICF staff provided onsite training and technical assistance to grantees in 50 states, the District of Columbia, and five U.S. territories. For Sesame Workshop India, ICF conducted an assessment of national preschool teacher training curricula to ensure quality in teacher professional development and production of educational materials.

In 2008, Congress appropriated **\$3.92** billion for the Neighborhood Stabilization Program to help get people back in homes, restore confidence in neighborhoods, and stop falling home values. To ensure funds are spent effectively and promptly, ICF is working with several states to develop investment program strategies, devise plans for using the funds, and craft policies and procedures. We are developing and delivering training to grantees and making valuable resources available to them through a dedicated section of the ICF Web site.

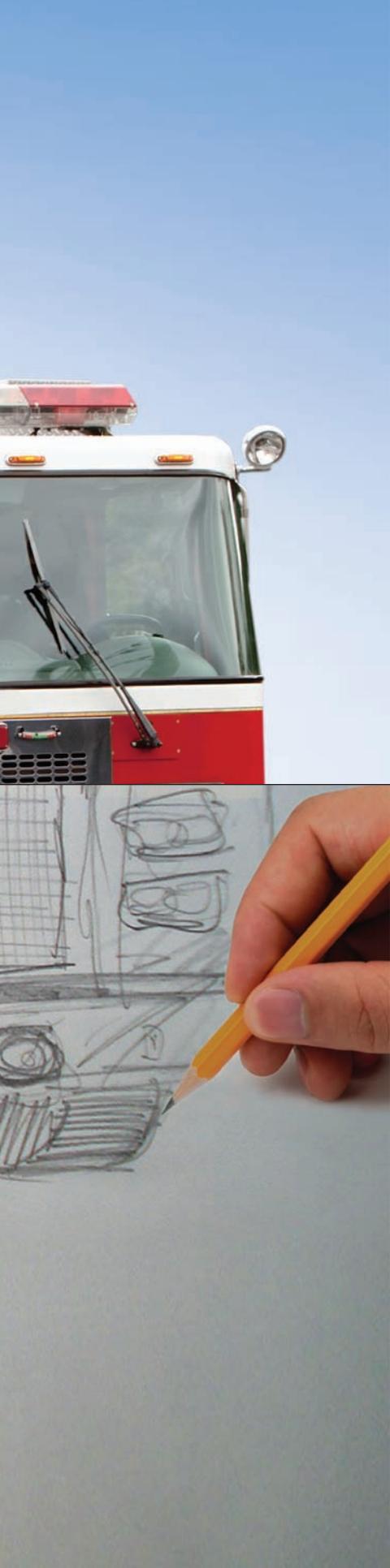
160,000  
and 3,000

520,  
109,  
2006,  
and 6.0

We continued our work for the Office of the Surgeon General in maintaining the Medical Reserve Corps, a national network of medical and public health professionals who volunteer their time and talents to improve the health and safety of communities and prepare for and respond to emergencies. Since the project began, ICF has helped to establish and maintain more than 750 Medical Reserve Corps units that include more than **160,000** medical and public health volunteers. For the U.S. Department of Health and Human Services, ICF manages the Pass It Forward program, which uses viral, or word-of-mouth, marketing to encourage youth ambassadors to share information about HIV/AIDS and sexually transmitted disease prevention with peers through social networking sites and community-based activities. During the first year of implementation, Pass It Forward is expected to certify **3,000** youth as peer educators who will bring awareness and prevention messages to more than one million young people in their communities. A distance learning component will enable nonprofit organizations to replicate peer education programs nationwide.

ICF's focus on education took us to Texas and Georgia in 2008. ICF reviewed **520** studies on dropout prevention to identify best practices, programs, and policies for increasing high school completion and success rates in Texas. Also in Texas, we carried out an evaluation of the Communities in Schools program to determine whether it is an effective approach to serving a growing population of at-risk children and youth in **109** school districts across the state. Using a mix of quantitative and qualitative methodologies, we conducted a comprehensive evaluation of the Texas Education Agency's Beginning Teacher Induction and Mentoring program, funded by the Texas legislature in **2006** to increase retention rates of beginning teachers. An evaluation of Georgia's Performance Learning Centers, non-traditional environments for high school students not succeeding in traditional schools, found that dropout rates decreased 1.3 percent, relative to the comparison group, after one year of implementation. Performance Learning Center graduation rates increased **6.0** percent, relative to the comparison group, after two years of implementation.





# READINESS FROM WITHIN

## Defense and Homeland Security

Understanding and responding to what has come before is the foundation of our expertise in helping clients plan for whatever comes next. ICF staff bring extensive backgrounds and direct experience to their work. Our multidisciplinary teams apply cutting-edge behavioral science and process improvement techniques to organizational development and transformation, program management support, organizational evaluation, and strategic workforce planning for those charged with preventing, preparing for, and recovering from a variety of natural and manmade threats.



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## 9

ICF launched its largest effort ever in support of national intelligence agencies with the five-year Learning Evaluation and Training Services program, which provides worldwide analysis, consultation, implementation, and evaluation services to advance the operational effectiveness of security organizations. ICF's Center for National Security Research is working with the national security community across **nine** education and training service areas, including training development and evaluation, survey design and administration, and a variety of program and faculty evaluation efforts.

# 7.8

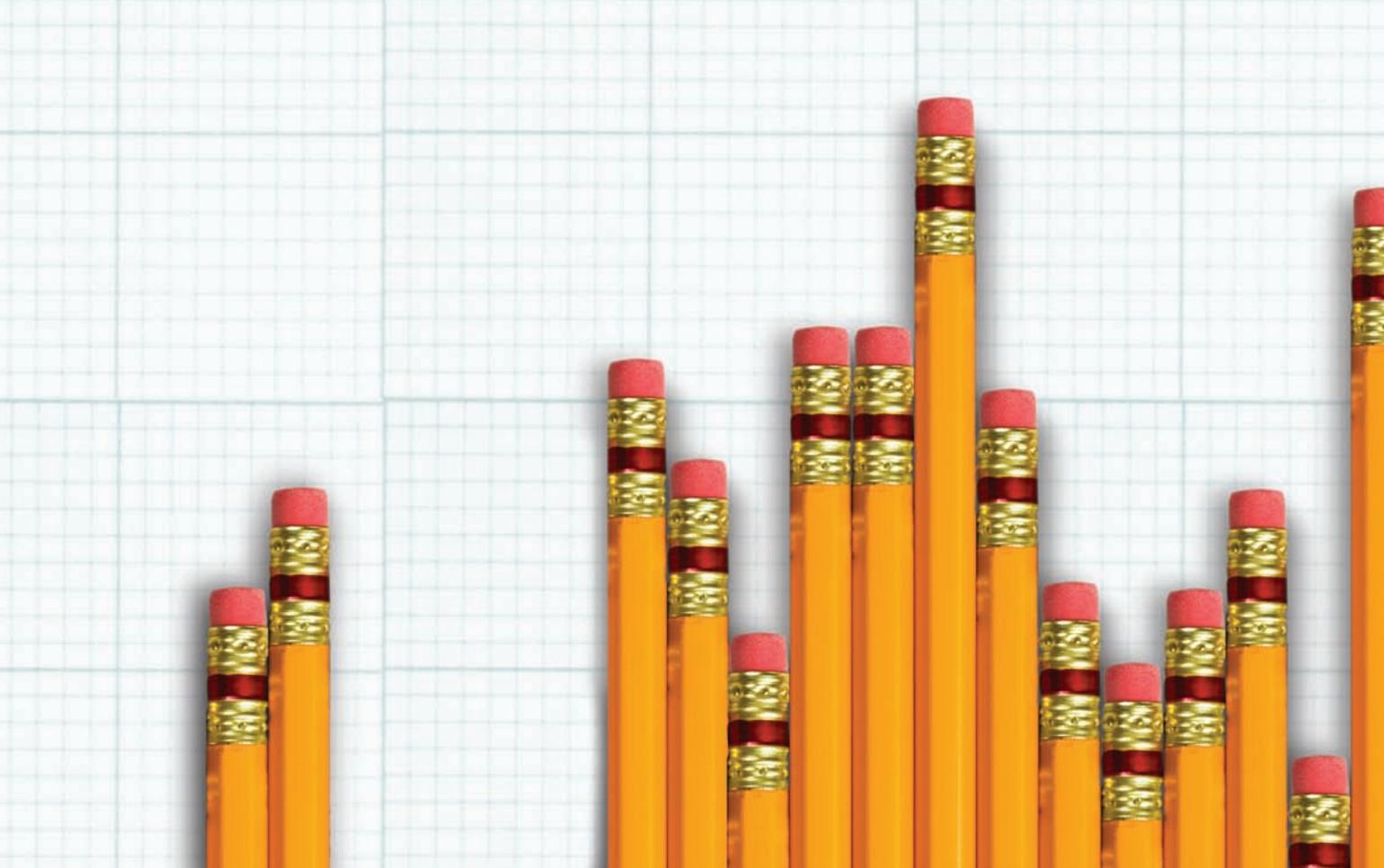
ICF supported the Los Angeles County Operational Area in designing and conducting its portion of Golden Guardian, the largest earthquake drill in history, to test the capability to respond and recover during a catastrophic earthquake. ICF coordinated the tabletop, functional, and full-scale efforts of more than 80 cities, 30 special districts, nongovernmental organizations, and private-sector participants. We were recognized for our “ground-breaking” approach to emergency exercise design and realism, due in part to specialized audio equipment and a multimedia presentation that enabled participants to feel and see the effects of a **7.8** magnitude earthquake.

# 2009

Our team of cybersecurity experts with backgrounds in enterprise security networking and architecture, critical infrastructure protection, and physical security assessments expanded support to the commercial energy sector to foster compliance with the North American Electric Reliability Corporation’s **2009** Critical Infrastructure Protection standards related to cyber security. The standards are designed to protect the North American bulk electric system from cybersecurity events, which is essential to business and the everyday lives of citizens.

# 90

ICF supported the Defense Department Advisory Committee on Women in the Services in its study of the level and consistency of support for family members of Wounded Warriors. Currently, **90** percent of troops wounded in Iraq survive, but many face incredible physical and mental health challenges upon their return. ICF contributed to the understanding of the critical role families play in the recovery of the wounded, and the types of support family members themselves require from the military and their communities. ICF also provides program management for the Army National Guard (ARNG) Yellow Ribbon program, as well as support for a number of states as the ARNG continually improves reintegration training across the deployment cycle.





# FROM PLAN TO PRACTICE

## Implementation Services



Much of our success in 2008 was due to our transition over the past 40 years from an advisory firm to an advisory and implementation services firm, reflected in our design, execution, and evaluation of policies and projects throughout the entire program lifecycle. Our expertise in organizational management, IT solutions, program management, and strategic communications enriches our cornerstone services and distinguishes us in the marketplace.



## Organizational Management

ICF assisted diverse organizations in achieving their change goals. ICF is managing the integration of human patient simulation into the basic and continuing medical education of the entire Air Force Medical System, including standardization of curriculum development, tools, templates, and information and materials sharing. Following a baseline inventory and gap assessment, ICF developed recommendations related to policy, infrastructure, staff, and equipment, and placed 12 simulation training coordinators and simulator technicians at key Air Force Medical System facilities. With an eye toward improved internal communication and collaboration, ICF assisted the Center for Devices and Radiological Health (CDRH) in transforming CDRH into a matrix organization by creating network leader positions to coordinate and integrate the knowledge of staff working in various offices and divisions.

## IT Solutions

In 2008, our more than 700 IT professionals provided state-of-the-art technology services to a broad spectrum of clients. ICF provided computational science support, system and software analysis, architecture and testing support, customer support, configuration and release management, performance engineering, training and documentation, and other business-driven services to the U.S. Food and Drug Administration's National Center for Toxicological Research, the National Institutes of Health's Electronic Research Administration, the National Oceanic and Atmospheric Administration's Northeast Fisheries Information Management System, and the Centers for Medicare and Medicaid Services, among others.

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## Program Management

Since 2000, ICF has supported the Federal Emergency Management Agency's Radiological Emergency Preparedness (REP) Program in protecting the health and safety of those living near commercial nuclear power plants in the event of a plant accident. In 2008, ICF provided 140 subject matter experts and evaluators to review emergency plans for plant sites and surrounding communities and to evaluate exercises to validate the preparedness of state and local response organizations. ICF conducted more than 35 full-scale exercises across the nation's 64 commercial nuclear power plants. ICF is supporting the most significant policy review and revision in the REP Program since its inception, incorporating hostile action-based events into planning and preparedness activities in response to September 11, 2001, and integrating the REP Program with major national coordination initiatives to build on lessons learned from the response to Hurricanes Katrina and Rita. In 2008, we also built on our decades-long experience providing clearinghouse and technical assistance services to U.S. government agencies. ICF's success is based on our ability to blend knowledge of client information needs with expertise in the latest technology and practical experience in clearinghouse and technical assistance center management. ICF manages collections of tens of thousands of electronic and hard-copy resources; designs, develops, and maintains databases and Web sites; responds to thousands of requests for information; develops hundreds of publications and other products; and conducts innovative outreach to support client clearinghouse initiatives.

## Strategic Communications

ICF administers the U.S.-Middle East Partnership for Breast Cancer Awareness and Research through the U.S. Department of State's Middle East Partnership Initiative. Our strategic communications team handles media relations, cross-cultural facilitation among partners, survey design and implementation, and conference design and planning, and has helped establish a network of practitioners and regional advocates through an interactive Web site that features social networking technologies and tools. ICF also leverages traditional and new media in communications for Clean Air New York, a New York State Department of Transportation program that aims to improve air quality by reducing driving in the New York City metro area.

# A SUSTAINABLE ENTERPRISE

ICF has taken a leadership role in helping large, leading, visible companies measure their environmental footprint and make commitments to reducing and offsetting their emissions. But we don't stop at advising clients about strategies related to carbon, energy efficiency, and sustainability and helping them implement green processes. We also practice what we preach.

In February 2008, ICF announced the purchase of verified carbon offsets to be carbon neutral for the 2007 calendar year, becoming one of the first professional services firms in the world to achieve carbon neutrality.

ICF was the only consulting firm recognized as one of the first 100 participants of the Climate Neutral Network, an initiative led by the United Nations Environment Programme to promote global action and involvement in moving toward low-carbon economies and societies.

ICF offers employees a monthly transit subsidy to encourage use of public transportation. Employees also can pay for mass transit through pre-tax payroll deductions up to the monthly IRS limit if they use public transportation or a van pool. Currently, more than 600 employees take advantage of this subsidy program.

The ICF intranet features best practices, covers successful events, and offers educational materials and tools to support employee collaboration about sustainability in and away from the workplace.

ICF launched Do Your Part!, an online interactive carbon calculator that educates and engages employees on corporate carbon neutrality and greening initiatives and enables them to set and track personal carbon reduction goals. To date, using this tool, our employees have pledged carbon reductions that are equivalent to planting more than 100,000 trees.

ICF staff have been empowered to devote time during the workday to lead green initiatives. With the support of senior management, employee-led office Green Teams educate and engage colleagues to make environmentally friendly decisions at home and work. Green Teams in various offices hold monthly conference calls to discuss office and corporate progress as well as next steps.

ICF Green Teams are launching a "traveling trophy" program to recognize, on a rotating basis, creativity in office greening efforts.

Five ICF offices have launched informational Green Bag Lunches covering topics such as sustainable food choices, waste reduction, and composting. Offices have also hosted Great Green Potlucks, featuring locally grown organic dishes made by employees, to build awareness about the environmental impact of food choices.

As a result of employee-led efforts, ICF won second place in the Net Impact 2008 Green Office Challenge.

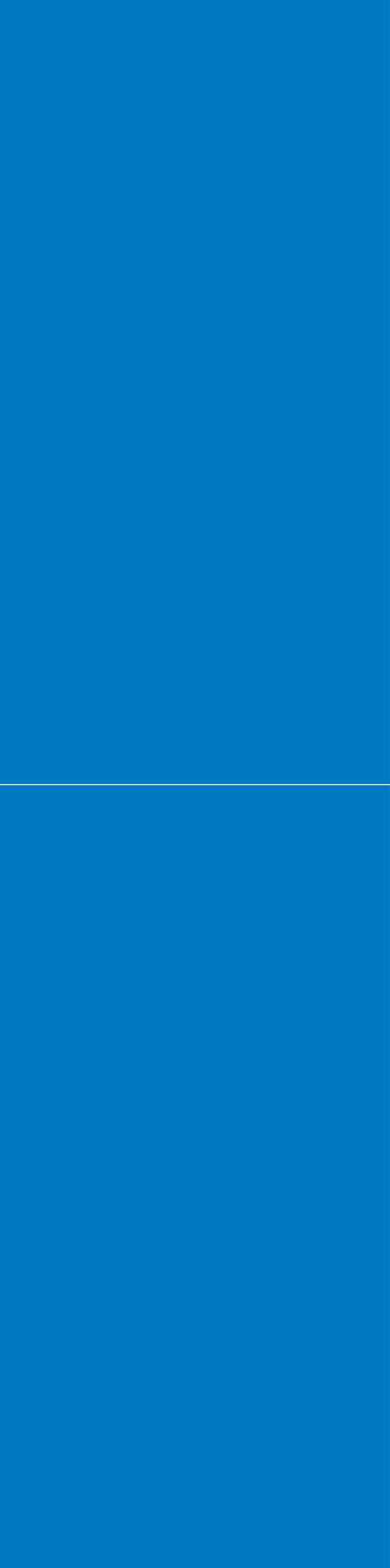
Many ICF offices have installed motion sensor lighting controls in high-traffic areas. Some offices are working with building managers to investigate energy-efficient lighting upgrades and other electricity reduction strategies. The San Francisco office is working with contractors to remove unnecessary T12 lamps and replace the rest with more efficient T8s, while the Washington, DC, office is testing computer power management software for potential company-wide rollout.

ICF has a company-wide policy to purchase 30 percent recycled paper and is investigating options to increase the recycled content percentage. Our business stationery is produced on 100 percent recycled paper, using soy-based ink.

Many ICF offices are engaged in waste reduction efforts. The San Francisco office composts 30–50 pounds per week, while the Washington, DC, office's plastic bag and e-waste recycling diverts 50 pounds of waste per week. The Research Triangle Park office collects compost that is then used for an employee's personal worm bin. Employees in the Oakland (ICF Jones & Stokes) office bring their own hand towels to the restrooms instead of using paper towels.

ICF CEO Sudhakar Kesavan has given multiple speeches discussing ICF's internal greening efforts and helping other corporate executives understand the fundamental business value of sustainability.





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In many ways, 2008 was business as usual for ICF. We maintained productive relationships with long-term clients and achieved important results. But the past year also was distinctive for many reasons, particularly for how we channeled our assets and their implications for our future.

Our strategy for future success is based on our diversified portfolio and enduring leadership in our core markets. With our knowledge-driven approach, we'll offer pinpoint expertise and skill sets for addressing some of the toughest problems of our time. Working with clients as partners, we'll not only identify best practices, but also help implement them, no matter what the scale. We have the resources and organizational structure to take on large projects, yet we are nimble enough to respond to unique client requirements, to expand globally while remaining sensitive to local concerns.

ICF practical intelligence delivering the next generation of professional services.

Corporate Headquarters | 9300 Lee Highway | Fairfax, VA 22031

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Albany, NY	Irvine, CA	Research Triangle Park, NC
Baton Rouge, LA	Lexington, MA	Rockville, MD
Bellevue, WA	Los Angeles, CA	Sacramento, CA
Cambridge, MA	Middletown, PA	Salt Lake City, UT
Charleston, SC	New York, NY	San Diego, CA
Chicago, IL	North Kingstown, RI	San Francisco, CA
Dallas, TX	Oakland, CA	San Jose, CA
Dayton, OH	Ogden, UT	Seattle, WA
Denver, CO	Oklahoma City, OK	Washington, DC
Gillette, WY	Overland Park, KS	
Houston, TX	Portland, OR	

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