

A silhouette of a hand holding a glowing sun against a blue sky with clouds. The sun is positioned in the center of the hand, creating a bright starburst effect. The sky is a deep blue with scattered white clouds. The overall mood is one of hope and stability.

secure

sustain



firm for the future



Our world is a fragile place. Fortunately for us all, there are organizations in government and industry that are tackling the energy, environmental, and infrastructure issues that define our century. Others are spearheading health, education, and social programs to further people's well-being, or defense and homeland security initiatives to ensure our collective welfare. ICF International is proud to call these organizations clients.

Everyday, our clients tackle some of the world's toughest problems, and we are right on the frontline with them. We provide advisory and implementation services that help secure and sustain the quality of life.

It's quite a challenge, but we have never shied away from challenges. We apply our subject matter knowledge and practical experience to devising, carrying out, and improving programs that matter. Our work makes a difference on a big scale and in many small ways.

Sharp insight, discerning industry perspectives, and innovative thinking make us strong and are the underpinning of our success. Bringing these strengths to every project, we make an enduring impact.

# message from the chairman

02

To thrive in an increasingly challenging environment, government and commercial organizations need expert help to secure their assets and sustain their health and vitality. The successful professional services firms of the future must help their clients meet these needs. ICF is positioning itself to deliver the right services in the right way to help our clients secure and sustain their future success.

## the right services

In 2009, we focused our deep domain expertise and results-driven approach to delivering strategic value across the entire life cycle of client programs in three primary markets: energy, environment, and transportation; health, education, and social programs; and defense and homeland security.

Energy, environment, and transportation are today's signature topics. We have provided services in these areas for 40 years. In 2009, we broadened our impact in this market across U.S. domestic and international landscapes. As environmental

awareness increases worldwide, efforts to regulate and manage emissions gain ground and funding grows for renewable energy, alternative fuels, energy efficiency, and infrastructure upgrades. We stand poised to help these crucial programs reach their objectives.

We continued to provide comprehensive and innovative support for health, education, and social programs in 2009. In April, we enhanced our leadership in this market by acquiring Macro International—our largest acquisition to date, with more than 700 employees recognized for their premier research, evaluation, and survey expertise in this market.

The United States continued to emphasize the critical defense and homeland security market in 2009. We responded to the market's urgency for greater preparedness and interdisciplinary systems with forward-thinking solutions. In December 2009, we expanded our ability to help clients mitigate emerging cybersecurity vulnerabilities by acquiring Jacob & Sundstrom, a 160-person technology firm

specializing in cybersecurity and identity management for U.S. federal civilian and defense agencies.

## the right way

In 2009, a time of economic turmoil, we grew revenue significantly and secured solid profitability. Demand for our advisory and implementation services remained strong among the government sector and grew among the commercial sector. We opened offices in new locations and enriched our workforce by some 850 people. We maintained an employee turnover rate among the lowest in the industry. We continued to train and develop our employees, helping ensure that we are prepared for future challenges.

We are particularly proud of ongoing activities that demonstrate our commitment to the global community. To continually achieve more sustainable business practices, we conducted a green audit of company procurement policies, furthered our efforts to remain carbon neutral, expanded our aggressive

# and chief executive officer



commuter benefits program, and began formalizing a corporate social responsibility program. Our internal Green Team and Do Your Part! online tool helped both employees and clients pursue corporate and personal sustainability goals through green education events and information. As a company and as individual employees,

we contributed to programs and events that fight disease, promote health, provide food and shelter, serve the needy, and protect the environment.

## the right future

Across the globe, momentum is building for action and reform in many areas that match our expertise and core markets. To turn that momentum into a secure and sustainable future for our clients and ourselves, we will draw upon our advisory and program experience and enhance our implementation services. We will offer evaluation and improvement services to existing clients, helping them maintain transparency and confirm the value of their practices. And we will pursue larger contracts, bringing integrated solutions to more clients.

We will apply our best-in-class operational, analytical, and technological expertise to expand our presence in all government agencies that can benefit from our services and broaden our reach in the commercial sector. Simultaneously, we

will expand geographically to better serve government and industry clients in major developed and developing countries. To further strengthen our performance in the marketplace, we will continue to pursue strategic acquisitions.

The fundamentals that have shaped our reputation and credibility over the past four decades remain strong. Tremendous growth potential exists, and all aspects of our business are concentrated on optimizing these opportunities. We are in an excellent position to contribute significantly, both now and in the years ahead, to securing and sustaining the quality of life.

A handwritten signature in black ink that reads "Sudhakar Kesavan". The signature is written in a cursive, flowing style.

**Sudhakar Kesavan**



04

delivering...  
science and stats,  
behavior change,  
coordination, practical  
policy, advocacy  
and action.

Rahul Young  
San Francisco, California



## the big picture

Our clients face complicated issues that cannot be addressed by fragmented approaches. They require holistic solutions that extend throughout the program life cycle and may span several functional domains.

Therefore, in addition to concentrating individually on our major markets—energy, environment, and transportation; health, education, and social programs; and defense and homeland security—we offer advisory services and deliver implementation and information technology services across all these markets. Informatics, market research and business processing, organizational management, program management, and strategic communications services unify our efforts and add value to our work.

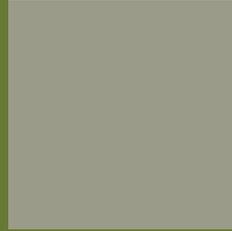
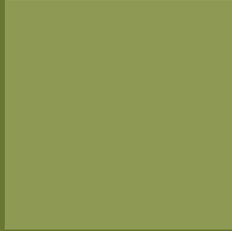
So while our energy experts are designing programs to reduce greenhouse gas emissions, some of our 900 information technology specialists are creating Web sites that boost stakeholder awareness of climate change. While our economists are estimating the annual per-person costs of providing comprehensive HIV/AIDS treatment to adult and pediatric patients, some of our 200-plus strategic communications professionals are using online social networks and rich media to influence behavior and attitude change among specific age groups and populations at risk for infection.

Details from some of the projects we took on in 2009 underscore the full scope of our cohesive services and highlight how ICF not only gets the picture but also puts it into focus.

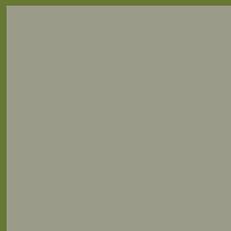
06

Worldwide, demands on our natural and manmade resources have become increasingly complex. By seamlessly blending technical expertise and scientific rigor with a solid understanding of local, state, and federal regulatory requirements and international policies, we help government and industry clients respond with innovative and transformational approaches.

energy,



# environment, and transportation





## energy, efficiently

Designing and implementing large-scale energy efficiency and conservation programs took us to Maryland and Michigan in 2009. We collaborated with trade allies, industry representatives, contractors, and certified Home Energy Raters in the service territories of four regulated commercial energy utilities to encourage residential and business customers to **save energy and save money** by reducing energy use, purchasing ENERGY STAR® products, constructing energy-efficient new homes, and retrofitting existing residences and other buildings. Our integrated marketing and communications strategy incorporated traditional and new media to reach mass and focused markets.

## climate of change

As the New Independent States of the former Soviet Union craft environmental legislation and implement the Kyoto Protocol, ICF is developing surveys, preparing handbooks and guidelines, organizing training and workshops, and disseminating best practices information in a broad effort that assists these countries in putting **climate change mitigation and adaptation** strategies into action.

## force of nature

Mohave ground squirrels, fairy shrimp, arroyo southwestern toads, chuckwalla lizards, and California gnatcatchers “participated” in biological surveys ICF conducted at U.S. Navy and Marine bases throughout the western United States to facilitate **integrated natural resource and fire management planning**.

## cyber secure

To mitigate both cyber and human threats and vulnerabilities, ICF cybersecurity experts finalized a program to **safeguard the critical infrastructure assets** in four northeastern states that support the bulk electric system.



## grid for growth

While demand for natural gas grows and new sources of natural gas are being discovered, ICF is providing technical assistance to the government of India for the design, construction, and management of a national **natural gas pipeline grid** for the subcontinent. We also have forecasted future Indian gas supply and demand through 2032, where the demand will occur, and in what sectors.

## charting the chances

ICF is developing innovative methods, models, databases, and guidance for the U.S. Environmental Protection Agency, Office of Research and Development's National Center for Environmental Assessment (NCEA) to analyze the **risks to human health** associated with chemicals, chemical mixtures, microorganisms, and other environmental stressors. We also are assisting NCEA in determining the environmental impacts of biofuels and potential health and environmental risks related to nanotechnology.

## powerful analysis

Wyoming has more than 50 percent of the best quality wind resources in the continental United States, as well as significant coal and natural gas reserves. However, new high-voltage transmission lines are needed to deliver renewable sources to distant load centers. ICF is developing an analytic framework for determining the minimum separation distances between proposed transmission lines to mitigate the risk of simultaneous outages and maintain **power system reliability**.



## results take flight

Using proprietary network modeling tools, ICF constructed a turnaround plan for Bahrain's government-owned Gulf Air. The profitable path forward involved competitive cost realignment and new flights with smaller aircraft into 50 underserved cities in the Middle East, North Africa, and Asia. The strategy is expected to reduce Gulf Air's burden on the national treasury and position the island country as a **transport nexus** for the region. In China, we provided commercial concessions planning and facilitated Kunming International Airport's mandate to become the country's leading green and **environmentally sustainable airport**. And in the United States, as financial advisor to the Unsecured Creditors' Committee, our work helped Frontier Airlines redefine and restructure itself into a **viable airline** serving the Denver community.

## greener government

Executive Order 13514 challenged U.S. government agencies to lead the country in **energy and environmental performance**. ICF provides sustainability support and tools to five federal agencies taking on this challenge:

- Federal Highway Administration—  
adapting to the effects of climate change on Gulf Coast transportation systems
- U.S. House of Representatives—  
Greening the Capitol, using the My Green Office Web-based tool to engage members in sustainable practices
- U.S. Customs and Border Protection  
—tracking energy, waste, and water metrics with a Web-based tool
- Bureau of Land Management—  
formulating a greenhouse gas emission inventory plan
- National Park Service—using the CLIP Tool for greenhouse gas inventory and action planning for the Climate Friendly Parks program

A man with glasses and a mustache, wearing a dark suit jacket, a light blue shirt, and a red patterned tie, is smiling and holding a large grey sign. The sign contains the text: "delivering... friendly air, savings, quiet nesting places, suitable supply, green role models." The background is a blurred modern building with large windows. At the top of the image, there is a green header bar with five small green squares. In the bottom left corner, there is a caption for Mike Rushton. In the bottom right corner, there is a purple circle containing the number 11.

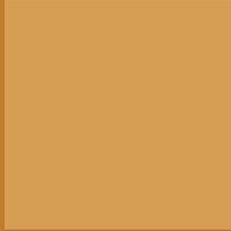
delivering...  
friendly air, savings,  
quiet nesting places,  
suitable supply, green  
role models.

Mike Rushton  
Sacramento, California

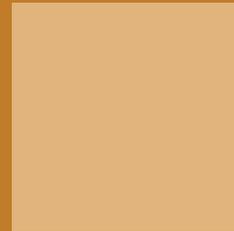
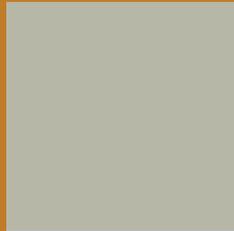
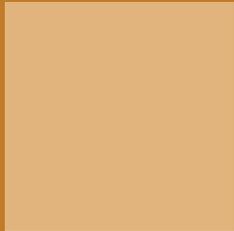
Drawing on decades of experience as practitioners, backed by disciplined thinking and solid evidence, we formulate, evaluate, improve, and communicate about programs that address some of the most fundamental needs of people, organizations, and communities.

12

health,



# education, and social programs





## national strategy, neighborhood impact

Tough economic times can bring home foreclosures and abandoned properties, jeopardizing entire neighborhoods. In support of a major federal effort, ICF provides strategic planning, training, and technical assistance to states, local governments, and nonprofit organizations participating in the \$5.85 billion Neighborhood Stabilization Program.

Our experts in housing finance and underwriting, energy efficiency, environmental compliance, program design and implementation, and federal government regulations work as a cohesive team to ensure the right tools, practices, and resources come to town **to steady communities at risk.**

## healthy systems

ICF provides the health informatics support services, including systems engineering and software development, to take the Electronic Research Administration (eRA) toward totally paperless grants management. Featuring 30 integrated systems that support more than 200,000 users, the eRA awards more than 60,000 grants a year, funding approximately \$24 billion for **biomedical and behavioral investigations worldwide.**

## data-driven

ICF scientists work with scientists from the National Center for Toxicological Research to enhance risk assessment and improve understanding of the basic biological and molecular mechanisms of toxicity. And the data collection, management, and analysis services we provide to the National Institutes of Health mean **new biomedical knowledge** about genetics, cancer, and rare diseases is captured, preserved, and disseminated.

## off to a good start

ICF manages the National Child Care Information and Technical Assistance Center, offering services to federal staff, state grantees, and policymakers. We support the enhancement of programs that provide **child care assistance to low-income families**, allowing parents to work or attend education or training while putting children on the path to lifelong learning.

## schooled in life

ICF is conducting a five-year evaluation of Communities in Schools, Inc., a nationwide initiative to help students successfully **learn, stay in school, and prepare for life.** The evaluation blends qualitative and quantitative research to deliver data that the Communities in Schools national office can use to enhance support for state and local affiliates.



## a global battle

From Mozambique to Malawi, and from Uganda to the United States, ICF is a key partner with governments and community-based organizations in building capacity and infrastructure to **address the HIV/AIDS pandemic**.

In the United States, we recruited and coordinate 10 staff members of the Regional Resource Network Program (RRNP). In 2009, the RRNP reached more than 20,000 individuals with HIV/AIDS and STD prevention messages, participated in special events at which more than 1,200 individuals were tested for HIV and STDs, and accessed more than 7,000 people for National HIV/AIDS Testing Day. The RRNP empowered nearly 1,000 youth, ages 16–18, with accurate information to prevent STDs and HIV/AIDS and received commitments from nearly half that they would Pass It Forward.

## organizational fitness

Transforming an organization into a **collaborative culture** can require strategic interventions. ICF's work in support of the U.S. Food and Drug Administration's Center for Devices and Radiological Health facilitated internal communication, adjusted performance management systems, and encouraged leadership modeling to enhance information sharing and collaboration across the organization's offices.

## the nation's workforce

ICF developed and managed implementation of a change management and communications plan for the Human Resources Products and Services Division of the U.S. Office of Personnel Management. ICF's recommendations put the division in a stronger position to help federal agencies recruit, develop, and retain the best **workforce and leadership talent to fulfill the mission of serving the nation**.

## communities get connected

Dozens of ICF experts—specialists in telecommunications, project finance, technology and management solutions, strategic communications, training and technical assistance—helped the U.S. Department of Agriculture launch a major federal effort to bring essential 21st century broadband infrastructure to rural communities across the United States.

ICF's support helps introduce **broadband connectivity** and access to unserved and underserved areas, spurs **investments** in technology and infrastructure, and creates **jobs**. ICF supported the agency in evaluating more than 1,200 applications valued at more than \$18 billion in the first funding round of the Broadband Initiatives Program.



## patterns for healthy living

ICF manages implementation of the Substance Abuse and Mental Health Services Administration's Too Smart To Start and *Reach Out Now* initiatives, designed to influence youth through **underage drinking prevention** messages. ICF convenes conferences to address national, regional, and local underage drinking issues, and provides video production support to states and U.S. territories to help them communicate effectively about underage drinking prevention programs.

## informed choices

ICF's aggressive grassroots and media outreach is giving **tweens** (youth ages 9 through 13) and their parents information to Spot the Block—look for and understand the Nutrition Facts Label on food packages before they make food choices. The U.S. Food and Drug Administration, in partnership with the Cartoon Network, created the Spot the Block campaign to respond to increasing rates of **childhood obesity**.



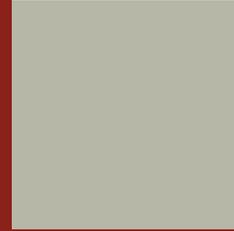
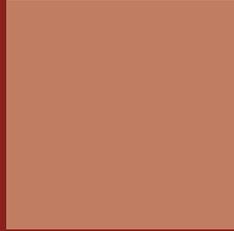
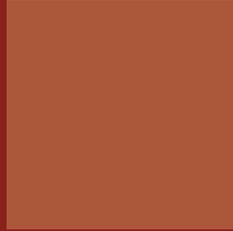
Kat Okwera  
Atlanta, Georgia

Kate Flint  
Calverton, Maryland

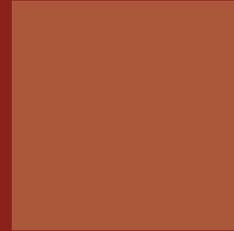
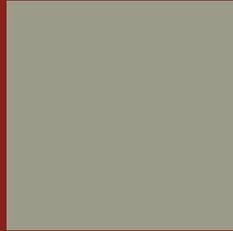
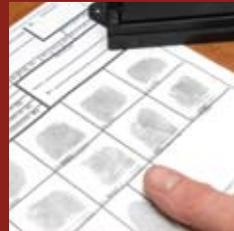
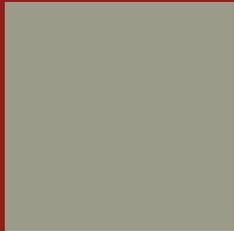
Practical know-how and in-the-field experience give us powerful perspective on the internal and external threats organizations face. Our multidisciplinary teams devise and initiate strategic approaches that help clients prepare for the unpredictable and uncontrollable.

defense

18



and homeland security





## streamlined

Working with ICF specialists, the Air Logistics Center at Tinker Air Force Base re-engineered processes, relocated equipment and employees, realized significant cost savings, and launched a supportive culture change in its **revitalization and transformation** from an equipment-centric depot to an affordable, repeatable, rapidly improved event-driven organization.

## risk management

In light of new Chemical Facility Anti-Terrorism Standards, ICF helped identify and screen 32,000 facilities to determine the 7,000 that present high levels of **security risk**. We also created a tool to enable high-risk facilities to submit a security vulnerability assessment, and established an information protection scheme to ensure the confidentiality of sensitive security and proprietary business data.

## smoke-free

ICF developed and implemented the Quit Tobacco: Make Everyone Proud **tobacco cessation** education campaign for the U.S. Department of Defense. The campaign encourages cessation among **18–24 year old active duty junior enlisted personnel** through leadership briefings, collateral materials distribution, advertising, public relations, and a Web-based cessation support tool. The campaign incorporates a text messaging support function that sends motivational messages to registered users' mobile devices three times a week.

## virtual healing

Data that ICF collected at Air Force sites across the United States were the foundation for our recommendations for a program architecture, curriculum, and process for conducting trauma training for Air Force Medical Service personnel using **human patient simulators**.

## a sound system

Protecting national security by enhancing the **integrity of the legal immigration system** is the focus of ICF's strategic planning, program management, business process development, human capital planning, information technology, and communications services for the Office of Fraud Detection and National Security. We also are instituting best practices in IT management to ensure mission-critical technology provides accurate, rapid processing and data analytics for legal immigration.



## who are you?

U.S. executive branch agencies now are required to issue a standard **secure identity credential** to employees and contractors who have access to federally controlled facilities and networks. For two federal agencies, ICF designed low-cost enrollment stations, supported by centralized card production and management facilities, to deliver compliant ID cards to more than 110,000 employees and contractors at 1,800 sites nationwide—putting these agencies among the first to meet the mandate.

## on the cyber battlefield

Around the clock, the ICF cybersecurity team reports, tracks, and investigates six categories of **computer incidents** occurring within the U.S. Department of Housing and Urban Development network, which has 12,000 users. For other federal agencies, we develop software tools that collect and filter network data traffic, looking for patterns of malicious activity, and devise countermeasures to defeat impending threats.

## ready to lead

ICF behavioral scientists, simulation technology experts, instructional designers, and strategic communications specialists created and promoted a customized virtual improvement center for U.S. Army leadership worldwide. The portal features Web-based training, interactive simulations, and other development materials that immerse Army leaders in realistic, experiential learning environments, and provides online coaching to **build leadership skills and enhance performance.**



## planning for the unexpected

More than 50 **operational response plans** will guide the eight state and local districts in the National Capital Region for coordinating public health, medical surge, and emergency management responses to natural and manmade disasters. ICF is partnering with the Metropolitan Washington Council of Governments to make certain that area jurisdictions are prepared to save lives and ensure citizens' safety.

## need to know

Because information drives decision-making, ICF research experts design and administer surveys that give clients the **details they require to carry out effective programs**. ICF is conducting 10,000 mail, almost 100,000 telephone, and more than 35,000 special surveys of boat owners to help the U.S. Coast Guard determine how to direct its resources within the National Recreational Boating Safety Program. We also are surveying public and private agencies receiving public assistance grants from the Federal Emergency Management Agency following a declared disaster, and analyzing the data using advanced inferential and qualitative statistical strategies to report on outcomes.

A man with a balding head and a friendly smile, wearing a light purple button-down shirt, stands outdoors in front of a background of green trees. He is holding a large, dark grey rectangular sign in front of his chest. The sign contains white text. At the top of the page, there is a dark red horizontal bar with five lighter red rectangular segments. On the right side, there is a purple circle containing the number 23. In the bottom right corner, there is a white text block identifying the man as Artie Walsh from Fairfax, Virginia.

delivering...  
speedy response,  
agility, confidence,  
preparedness, skilled  
decisions, satisfaction.



Employees participated in the 300-mile Climate Ride bike trip from New York to Washington, DC, and raised more than \$6,000 for groups exploring solutions to climate change.

Staff in the Research Triangle Park, North Carolina, office compost about 12 gallons of waste each month.

# active member of the world

ICF contributed financially to, and staff participated in fundraising for, The Children's Inn at the National Institutes of Health, a residential "place like home" for sick children and their families.

24



The "penny war" among employees at the Atlanta office raised \$1,200 for AIDS research.



London office employees are involved in Carbon Conversations, a group-based approach developed by Cambridge University and designed to help people make a personal contribution toward tackling climate change.



Carbon neutral since 2007, we achieved an even more stringent standard of neutrality that includes staff business travel and commuting.

The San Jose, California, office received Green Business certification through the Bay Area Green Business Program for implementing measures in energy efficiency, water conservation, pollution prevention, and solid waste reduction and recycling.



We donated our expertise to the Santa Monica Bay Restoration Foundation, conducting surveys and providing conceptual engineering drawings for an application that secured \$2 million in federal funding for a water purification project.



# community



ICF's Rosslyn, Virginia, Green Team coordinated an Earth Day Tenant Environmental Awareness meeting with an eye toward a building-wide energy reduction of nearly 10 percent and yearly savings of approximately \$30,000.

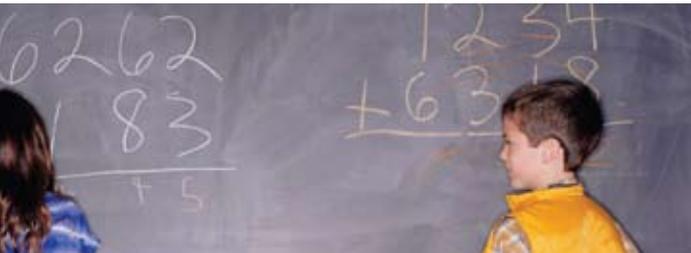
To encourage employees to use public transportation and reduce emissions, ICF spent \$398,000 in our commuter subsidy program. And more than 170 cyclists from more than 50 ICF offices went the extra mile, relying on human power alone on Bike to Work Day.



Good corporate citizenship always has been an integral part of ICF's business strategy. Our commitment to corporate responsibility generates cost savings, strengthens relationships with our clients, and enhances our reputation within our key markets. In 2009, in a variety of ways, we expressed our commitment toward the communities and the ecological and social environments in which we operate.

In China, ICF supported a wind farm that will produce electricity, replacing coal-fired power plants and reducing CO<sub>2</sub> emissions.

25



## Measurable Impact

Skills-based volunteering = 25,848 hours  
Other volunteering = 51,365 hours  
Reduction in greenhouse gas emissions by commuter subsidy = 1,723 metric tons  
Impact of 2009 operations = carbon neutral

ICF employees collected food and school supplies for Study Buddies, an afterschool program for homeless children.

Our Beijing office is in the first LEED® (Leadership in Energy and Environmental Design) Gold certified building in China and features daylighting in more than 75 percent of the space; no chlorofluorocarbons; energy-efficient equipment; and salvaged, refurbished, or reused construction materials.

Following a major national sporting event, we produced a pro bono public safety after-action report for the City of Tampa, Florida.

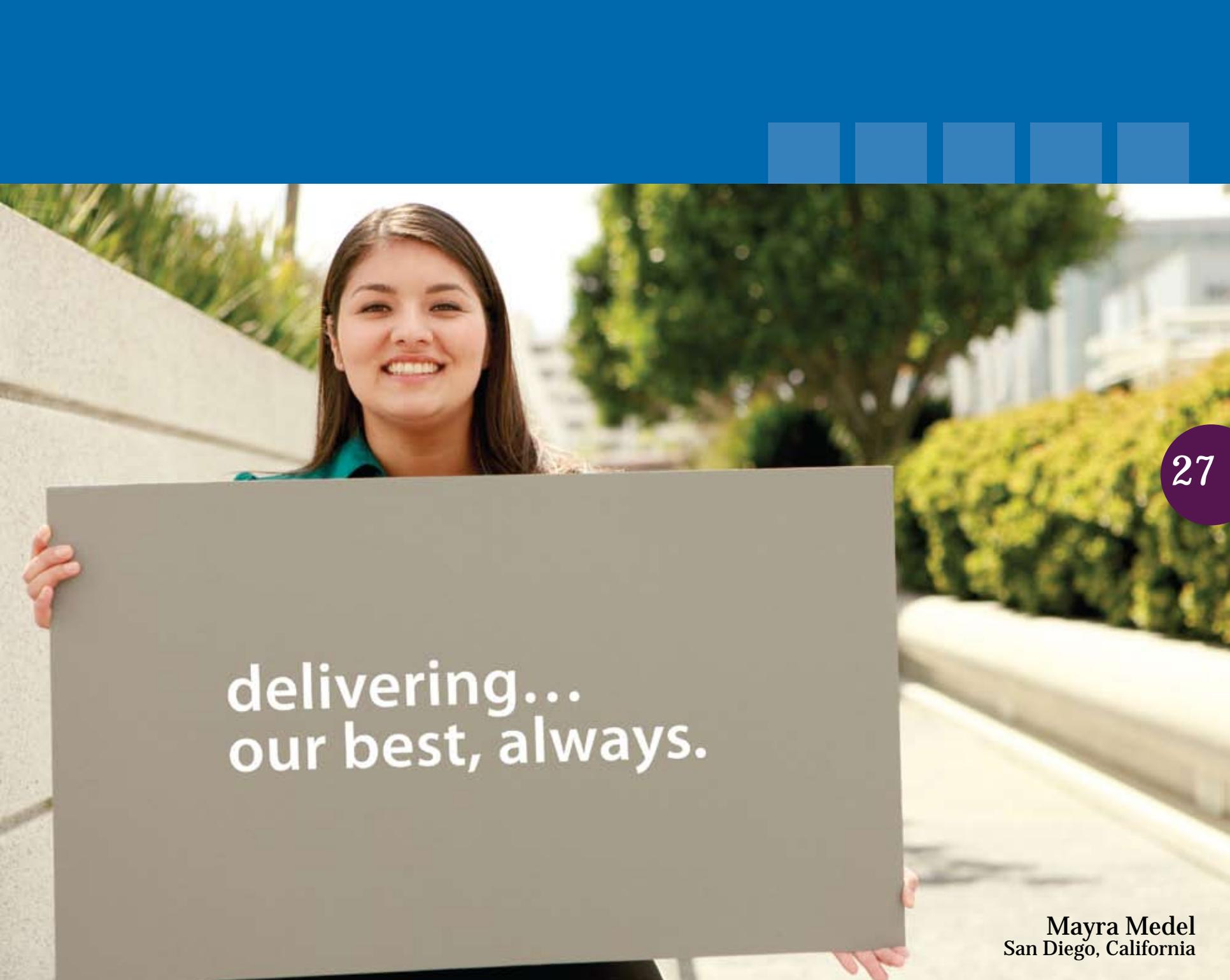


ICF's 17th annual charity auction raised \$14,500 for charities that focus on health, education, social services, and the environment.

In 2009, while the global economy shrank and the world became smaller, ICF grew both organically and through acquisitions. We homed in on providing pinpoint advisory, implementation, and evaluation services to address unique client needs.

This strategic balance positions us to affirm our leadership in our key markets in the years ahead. As a premier professional services firm, we will use our intellectual and technical assets to identify the big issues that have broad consequences. But we also will offer personalized, local presence, allowing clients to collaborate with experts who have a deep understanding of their particular political, business, and economic environments.

The right services, delivered the right way, to secure and sustain our success.



delivering...  
our best, always.

27

Mayra Medel  
San Diego, California



