



2013 – 2014

ICF International

Highlights

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Message from Chairman and CEO Sudhakar Kesavan



By maintaining a strong presence in our core markets and remaining true to our strategic intent—advise, execute, innovate—ICF experienced another strong year.

During this time, we were able to successfully weather the 16-day U.S. government shutdown and continued shifts and headwinds in the world economy. Despite these events, we experienced growth in key areas.

I am also pleased to report some successes in implementing our strategy to increase scale and broaden our footprint outside the United States and in the digital and interactive technology market.

Expanded Global Presence

Since our founding 45 years ago, ICF has steadily built a reputation as one of the leading professional services firms in North America. We are now focused on replicating this same successful strategy across Europe, and eventually worldwide, in our areas of expertise.

We began 2014 with the acquisition of Brussels-based [Mostra S.A.](#), significantly expanding our global reach in strategic communications. Coupled with our acquisition of [GHK Holdings Limited](#) in 2012, we are now well-positioned to serve our European clients with a much broader complement of advisory and implementation services.

Enhanced Digital and Interactive Capabilities

This past year, we also focused on further developing our capabilities in technology, an

important component of ICF's growth strategy. Specifically, we want to offer clients a strong skill set in digital, interactive, and mobile areas that are fundamental components of the new model for how enterprises engage with their customers and stakeholders.

In 2013, we launched [ICF Interactive](#)—providing digital interactive services focused on helping clients build and enhance their brands digitally and engage with their customers. We then further strengthened our digital and interactive offerings with the acquisition of two highly capable leading e-commerce and digital marketing providers: [Ecommerce Accelerator LLC](#), in 2013, and [CITYTECH, Inc.](#), in 2014, that expanded our ability to support clients across the full lifecycle of customer transactions.

The growth of our digital capabilities will also benefit our government customers, both in the United States and now in Europe with the Mostra acquisition.

Pulling It All Together

Expansion in Europe and elsewhere around the globe, and technology, permeated ICF's work this past year. And you can see how these areas leverage our core areas of expertise.

In Europe, we studied the state of migration and asylum. We helped nine states in the Eastern Caribbean promote energy efficiency. We are working to reduce greenhouse gas emissions in China. And we continue to support successful urbanization in Africa.

Technology advances—combined with our core expertise—enabled us to help clients evaluate trends in crude oil production, protect critical energy infrastructure, improve family health, create new revenue opportunities for healthcare providers,

improve energy efficiency, and prioritize resources for climate adaptation initiatives.

In our long-standing U.S. [markets](#), we continued to support clients in their efforts to improve early childhood education, nutrition, and overall wellness. And we remained heavily engaged in recovery efforts in areas impacted by Hurricane Sandy—as well as in supporting communities as they better prepare for future natural disasters.

Right Tools, Right People

As we celebrate ICF's 45th anniversary this year, I reflect on the 30 years I've been with the company. I take pride in our long-standing position as industry leaders in our key domains. I am pleased with how we have successfully integrated and expanded our technology and implementation capabilities to fully support clients across the program lifecycle.

But most of all, I am proudest of our greatest asset—our people. We have been successful because we know how to skillfully pair the right tools with the right experts to help our clients address critical societal issues and unprecedented challenges.

Our people thrive on making a real difference through their work, and beyond. Their passion is evident in our approach to each and every engagement, and in our continued standing as a [responsible corporate citizen](#).

A handwritten signature in blue ink that reads "Sudhakar Kesavan".

Sudhakar Kesavan
Chairman and Chief Executive Officer
ICF International



THIS IS ICF

*"Since our founding
45 years ago, ICF
has steadily built
a reputation as
one of the leading
professional services
firms in North
America."*

We advise. We execute. We innovate.

In 2014, ICF celebrates 45 years of helping clients deliver beneficial impact in areas critical to the world's future, including energy, health, education, the environment, climate, and international development.

Since our early days as a small venture capital firm, we have evolved into an award-winning team of more than 4,500 employees working out of more than 70 offices around the world. Today, we advise, execute, and innovate for 1,600+ clients across 100+ countries. Still our presence is rapidly expanding—particularly in Europe and in Asia, where we are celebrating a decade of service in India.

Our growth has been strategic: We have acquired 16 companies whose people share our passion for meaningful work, and recently, we have focused on expanding our technology capabilities, which benefit clients across all of our key markets.

Together as one ICF, we combine technical expertise, including deep program and industry knowledge, with world-class analytics and leading-edge innovation. We support our clients through entire program and project lifecycles, from research and analysis through execution. And we perpetuate improvements to achieve lasting results.

A LEGACY OF FIRSTS

ICF has the capacity—and a willingness—to tackle challenges that have never before been confronted.

As we mark 45 years in business, we look back on some of the ICF staff's notable "firsts." And we look forward to many more.

- 1969—ICF founded as Inner City Fund
- 1977—Developed a worldwide standard approach to conducting Environment, Health, and Safety audits
- 1980—Participated in the first comprehensive family needs study for the U.S. Air Force, which laid the foundation for similar studies across other military branches and installations
- 1981—Developed the Integrated Planning Model®, which determines the most economical means to meet electric generation energy/capacity requirements
- 1989—Prepared for the U.S. Environmental Protection Agency (EPA) the first-ever U.S. national greenhouse gas inventory—compiled every subsequent inventory through the present
- 1990—Supported the launch of the first U.S. public-private partnership for pollution prevention, the Green Lights Program
- 1992—Supported the launch of the ENERGY STAR® label for energy-efficient products
- 1993—Wrote the first comprehensive book for practitioners and the public describing how to comply with the California Environmental Quality Act
- 2003—Designed and executed the first comprehensive exercise to test deploying, distributing, and dispensing medication from the U.S. Strategic National Stockpile in response to a bioterrorist attack
- 2006—Supported the recovery program following Hurricanes Katrina and Rita—the largest program of its kind in U.S. history
- 2006—Developed a global business aviation maintenance, repair, and overhaul (MRO) forecast that is now the industry benchmark
- 2007—Gained status as the first professional services firm in the world to achieve carbon neutrality
- 2008—Gained status as the first professional services firm to provide training and technical assistance for Race to the Top grantees
- 2008—Helped EPA launch its first adaptation program, Climate Ready Estuaries
- 2009—Designed and implemented the first nationwide adult tobacco survey in the United States
- 2009—Supported the first nationwide broadband implementation project supporting last mile and middle mile infrastructure development
- 2010—Developed the first climate risk screening tool for park infrastructure for the U.S. National Park Service
- 2010—Initiated the first multimodal vulnerability assessment of climate risks to transportation assets and services for the U.S. Department of Transportation
- 2014—Performed the first commercial spectrum profiling and interference analysis for a global telecommunications services provider
- 2014—Developed the first comprehensive online tool that measures the livability of localities nationwide



"Since our early days as a small venture capital firm, we have evolved into an award-winning team of more than 4,500 employees working out of more than 70 offices around the world."

Pictured: ICF's first president, C.D. "Lucky" Lester, a former Tuskegee Airman



ADVISE

We analyze the challenges clients face and develop appropriate responses.

To each engagement, ICF brings deep expertise in the areas critical to the world's future. Through assessing needs and markets, analyzing policy, developing strategies, and designing programs, we transform our knowledge into tangible guidance to help clients meet their goals.

MEET SAMIR SUCCAR ELECTRICAL ENGINEER

"We perform technical analysis around asset valuation and policy scenarios. This informs investment decisions for our clients and helps to guide policymakers to develop good solutions."



OIL AND GAS Analyzing Risks and Rewards

How will oil and gas projects affect the environment, now and into the future? How will they impact the economy? Clients increasingly seek answers from ICF's globally recognized energy experts.

The severe winter of 2014, coupled with infrastructure constraints in the Northeast, resulted in unprecedented price volatility. In light of this and other factors, natural gas infrastructure expansion has become a central concern in both the fuel and power sectors. ICF is well-positioned to help clients analyze trends and evaluate options.

In June 2013, the Eastern Interconnection States Planning Council engaged ICF to develop an assessment to help state regulators understand the challenges and benefits of integrated gas and electric resources for millions of energy consumers across the United States. Our study examines the impact of market design, regulatory structure, coal plant retirements, and anticipated new capacity builds through 2030 on long-term infrastructure issues across several policy scenarios.

Over the past year, we also detailed the state and national impacts of the United States potentially becoming a net exporter of crude oil by 2015. Leveraging our own oil and gas production forecasting model and other proven industry tools for a major oil and gas association, we evaluated emerging trends in crude oil production from all North American sources, infrastructure projects to move crude to markets, and future refinery processing capacity and throughputs.

Similarly, we used our proprietary modeling tools and public data to conduct a state-level economic analysis of liquefied natural gas exports for the American Petroleum Institute. And our first-ever Detailed Production Report, released in February 2014, presented a complete outlook for annual projections of U.S. and Canadian

ADVISE

natural gas, natural gas liquids, and oil production through 2035.

In addition to our energy advisory work, ICF helped lay the foundation for oil and gas infrastructure protection in New York State. Over the past few years, our energy and resilience experts have teamed up to study the supply-based criticality, cross-sector interdependencies, and vulnerability of the state's main energy systems and elements of other lifeline sectors, including communications and transportation.

Because of this work, state decision-makers now better understand the interdependent impacts related to potential disruptions in energy supply systems—and can prioritize mitigation, response, and recovery actions and increase resilience.

NUTRITION

Supporting Efforts to Replicate Results

More than one-third of young children today suffer from some form of malnutrition. The Scaling Up Nutrition

(SUN) initiative is designed to change that. SUN unites governments, donors, businesses, researchers, and other partners in a collective effort to improve nutrition in more than 40 countries around the world.

In 2013, ICF led the development of a framework to foster consistency among nutrition plans in a wide variety of countries. The framework is now a widely used tool for comparing plans and evaluating the costs of scaling up effective plans within and across those countries. We currently provide support to participating SUN countries as well as the SUN Movement Secretariat (SMS) and the U.K. Department for International Development.

Preliminary outcomes from our harmonization work were reported at the SUN Senior Level Meeting in Brussels in March 2013. Countries then used our results and an analysis of the gaps between needs and funding to establish donor commitments at the June 2013 Nutrition for Growth High-Level Event in London.



Stemming from this work, we helped organize a UNICEF/SMS workshop on Nutrition Costing and Investment Tracking.

MEET HELEN CONNOLLY ECONOMIST

"We work with the United Nations and its member countries to help devise plans that support the fight against malnutrition."

ICF led the development of a framework used to compare nutrition plans and evaluate the costs of scaling up effective plans within and across 40+ countries.



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in Nairobi, Kenya. We are also part of an expert panel that helps countries identify the technical resources to best meet their nutrition needs.

MEET FOWAD MUNEEF CYBERSECURITY EXPERT

"We help federal and commercial clients strengthen their cybersecurity and risk management capabilities. For example, we work with utilities to ensure that the electrical grid stays working in case of a cyberattack."



CYBERSECURITY Securing Critical Energy Infrastructure

Protecting North America's electric

grid from threats posed by cyber terrorists and foreign powers is a matter of international importance. The North American Electric Reliability Corporation (NERC) mandates that electricity producers, utilities, and transmission companies adhere to rigorous standards—including cybersecurity standards for Critical Infrastructure Protection (CIP).

ICF's multidisciplinary team draws on decades of experience in energy compliance and cybersecurity to guide clients through the evolving NERC and NERC CIP regulatory landscape and reduce their cyber risk. We've helped numerous clients evaluate the effectiveness of their existing CIP programs and implemented corrective measures around specific areas of concern.

For example, we provided mock audit services to help one large utility

client evaluate and prepare its subject matter experts for audit. The client then engaged ICF to repeat this same approach across all regions where audits were scheduled.

In addition, we have assumed many of the ongoing compliance management responsibilities for several energy companies. Over the past year, ICF worked with a number of clients to improve their compliance visibility by developing controls and audit programs to measure and monitor compliance on an ongoing basis, rather than in response to regulatory reporting obligations. These companies are now better equipped with the evidence they need to create their audits and compliance reports, which translates into a more streamlined reporting preparation process and reduces their cyber, compliance violation, and penalty risks.

ICF helps energy clients navigate the evolving NERC and NERC CIP regulatory landscape, ensure compliance, and mitigate cyber risks.

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Our team also provided advisory assistance to help clients understand and prepare for the impact of upcoming regulations, including recent and ongoing revisions to existing CIP cybersecurity standards. We attended various conferences and workshops as well to report on items of particular interest to their business.

URBAN DEVELOPMENT Supporting Successful Urbanization in Africa

No continent matches Africa's pace for urbanization. But two different stories are unfolding here. While some cities are successfully accommodating the massive growth in urban populations, many others are far less prepared. As a result, poverty increases, and the quality of life diminishes.

Most large cities in sub-Saharan Africa (SSA) suffer from a lack of basic infrastructure—forcing many residents to live in below-standard, informal conditions. According to the African Development Bank Group, only 20

percent of SSA's population has access to electricity. Effective urban development strategies and infrastructure investments are clearly required.

Aiming for better city performance, the U.K. Department for International Development commissioned ICF in August 2013 to carry out a four-year research program in Nigeria. The goal of Urbanization Research Nigeria (URN): Carry out research on key aspects of urbanization, urban development, and infrastructure, as well as the impacts on the Nigerian economy and society. The findings of this research will help shape strong, evidence-based urban development policies, urban programming, and infrastructure plans in Nigeria and across SSA.

ICF is also helping clients realize urban development goals at the city level. For the City of Johannesburg, we guided leaders in the development of a strategic plan for leveraging opportunities to engage with other SSA cities in the interest of strong economic growth amid rapid urbanization. And we are currently

advising three town councils on Pemba Island, Zanzibar, as they work to improve institutional systems and expand capacities to accommodate a growing population. Our experts are focusing on three core areas: policy and legal arrangements; organizational structure, human resources management, and internal management systems; and financial management, including revenue enhancement.

Lagos, Nigeria





ADVISE

MEET JEN GARDNER DIGITAL STRATEGIST

"We help customers improve their digital experience."



DIGITAL STRATEGY Optimizing Brand and User Experience

Planning ahead and taking stock are critical steps in the successful implementation of any digital strategy. ICF's brand, marketing, and content strategy services, collectively offered through ICF Interactive, give nonprofits and corporations alike a jumpstart on improving their overall digital experience.

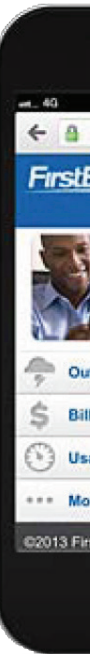
In 2013, our brand strategy services group teamed up with the nonprofit corporation responsible for operating more than 10 million .ORG domains worldwide. After the company was awarded management of top-level .NGO and .ONG domains, they enlisted ICF to help research, validate, and create a name for a new portal that needs to work across international audiences. We're also helping them establish an identity for .NGO to distinguish it from the .ORG brand.

On a more individualized scale, we completed an engagement in early 2014 with a large nonprofit membership organization in which we helped deliver a strategy for personalized and consistent member experiences across all its digital channels. Based on our learnings from current channel and competitive assessments, we developed a prototype, implementation roadmap, and a future vision driven by Adobe Experience Management technology.

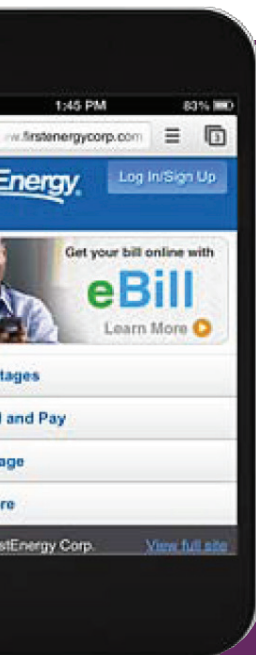
ICF also carried out a large content strategy project for a major global

shipping company reaching a diverse audience from across 120 countries. The company had limited ability to create a relevant, scalable experience for its customers. But through targeting, analytics, and content strategy, we helped define an experience that matches content to user needs based on location, business goals, and stages of the customer journey.

A leading foodservice distribution company is hoping for similar results from a project we started in 2013. We leveraged our MOMENTUM Checkpoint offering—a streamlined version of our full digital strategy projects—to help define an actionable roadmap for evolving their digital experience. We're currently completing the first phase of the strategy roadmap, which includes conducting brand research to assess current company perceptions, better identify business challenges, and shape a future vision with respect to a single, recognizable brand. The outcomes of this work will inform future phases.



ADVISE



ADDED JOLT: ICF ACQUIRES CITYTECH

In early 2014, ICF acquired CITYTECH, Inc., a digital interactive consultancy specializing in enterprise solutions and sophisticated cloud strategies. The firm's expertise was on full display recently during a Web optimization project for FirstEnergy—one of the nation's largest investor-owned electric systems.

CITYTECH helped build a superior online experience

that responded quickly and accurately to customers' changing demands and increased customer awareness during storms and other emergencies. Enhanced functionality enabled online bill-paying, energy usage tracking, and mobile capabilities—increasing customer satisfaction, convenience, and safety.

ENVIRONMENT

Developing Global Models for Emissions Trading in China

As the source of nearly a quarter of our planet's current annual greenhouse gas (GHG) emissions, China is now the world's leading emitter. The country's National Development and Reform Commission is eager to change this situation.

In 2014, ICF took the lead on a three-year EuropeAid project to support China in building its capacity to design and implement its emerging GHG emissions trading systems (ETS), which will be one of the world's largest such systems. China's ETS efforts will serve as a potential model and source of experience for many other countries and regions worldwide that are pursuing their own carbon market mechanisms. ICF will leverage our extensive expertise in ETS design in Europe, North America, and other countries to help Chinese policymakers succeed.

Working with ETS experts from ICF's Chinese implementation partner SinoCarbon, and European partners SQ

Consult and Ecofys, ICF is now providing the highly detailed practical technical assistance essential for implementing early local ETS pilots in seven cities and provinces in China. We are also providing technical support toward the development of the national ETS that will come into effect in the future.

The project will serve as a hub of ETS expertise and engagement for key Chinese stakeholders. ICF will support the formation of technical networking groups around core elements of ETS development. We will also support the launch and operation of China's ETS knowledge management system and help desk.

Additionally, we will help our Chinese counterparts with technical workshops, seminars, webinars, e-learning, and informative guidance material. We will also provide rapid-response assistance for key ETS design and implementation challenges, as well as peer-to-peer learning opportunities, including on-the-job training programs, secondments, and expert exchanges.

THE EU EMISSIONS TRADING SYSTEM EXPLAINED

The European Union (EU) emissions trading system is the cornerstone of the EU's policy to cost-effectively reduce industrial GHGs. How does it work? ICF's strategic communications team used compelling animation to simplify the concept in a video developed for the European Commission's Directorate-General for Climate Action.

ADVISE

Through these advisory services, ICF will contribute to the development of the full array of “building blocks” for China’s ETS, from policy development

roadmaps, emissions cap setting, and allocation of emissions allowances to the development of key market oversight structures and the

monitoring, reporting, verification, and accreditation (MRVA) process.



ADVISE

HEALTH

Strengthening Information to Improve Health in Kenya

Health knowledge is power in Kenya, where the average life expectancy doesn't reach age 60, and infectious diseases such as HIV/AIDS, tuberculosis, and malaria are top causes of death. For the past three decades, ICF has worked to build Kenya's capacity for using information to improve its citizens' health.

In 1989, we were part of the first Demographic and Health Survey (DHS) conducted in Kenya with the National Bureau of Statistics. In 2013, we commenced preparations for the fifth survey, with data collection scheduled for mid-2014.

Also in 2013, we added eight local information technology and monitoring and evaluation (M&E) professionals to our team of more than 20. They work across several projects funded primarily by the U.S. government with national- and county-level government counterparts in

Kenya to improve the capacity to produce and use quality health information.

For example, ICF led an assessment in 2013 of the M&E capacity of five Ministry of Health divisions and three health information systems. Similar M&E capacity assessments are planned for an additional 17 Kenyan counties. These assessments will inform capacity-building plans and be used to design improvement interventions and monitor capacity over time. ICF also collaborated with the Ministry of Health and other stakeholders to develop a framework for community-based health information systems.

In addition, ICF supported and participated in the first annual 2013 Monitoring and Evaluation Best Practices



MEET MERCY GUECH-ONGEY EPIDEMIOLOGIST

"I work on the Demographic and Health Survey program and provide specialized technical assistance to developing countries. We help provide to decision-makers the information they need to plan, monitor, and evaluate health-related programs."

meeting. Two ICF professionals were awarded first and second prizes for their presentations—Capacity Building and Planning and Coordination—at this gathering of Kenya's M&E professionals.



MEASURE DHS MOBILE APP

Surveyors on the go have access to indicator data with the ICF-developed, U.S. Agency for International Development-funded DHS mobile app. Tables, charts, and maps are accessible even without a mobile or Internet connection.



A 30,000-FOOT VIEW

Safety and security are among the many topics covered in ICF's Aviation Outlook—a collection of articles offering expert perspectives on challenges and trends facing key industry sectors.

ADVISE

PUBLIC SAFETY **Gauging Risks and Solutions in Europe**

Security leaders around the world continuously explore policies, procedures, and technologies to protect against threats in the air and on the ground. These leaders often turn to ICF's experts for help identifying which options mitigate risk in the most cost-effective manner.

In 2014, ICF started work on a four-year advisory engagement for the European Commission's Directorate-General for Mobility and Transport (DG MOVE) to assess European aviation security legislation and technology.

ICF will conduct analyses on emerging technologies' costs and benefits, new legislative proposals' compatibility with European law, and international agreements' legal and economic impact on aviation security. With an emphasis on application, our experts will help assess the efficiency and effectiveness of new screening and inspection

technologies. DG MOVE will use our findings to shape aviation security legislation in Europe and to guide resource investments.

Our anti-terrorism advisory work also involves diving deeper into the activities of individuals and groups aiming to do harm. In 2013, the Directorate-General Home Affairs of the European Commission commissioned ICF GHK, along with IB Consulting, to conduct two studies related to Chemical, Biological, Radiological, or Nuclear (CBRN) materials. The first examined the availability of these materials over the Internet and identified methods that could ultimately refine international, European, and national regulations.

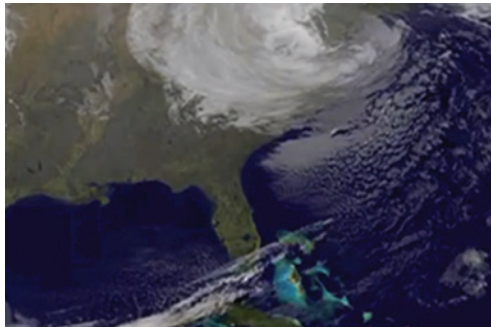
The second study examined policies and practices related to reporting suspicious transactions of CBRN materials to relevant authorities within the member states. The Commission delivered results, policy options, and recommendations for action at the European Union level to members of the CBRN advisory group.

DISASTER RECOVERY **Helping Communities Move Forward**

In the wake of recent disasters such as Hurricane Sandy, there has been an ongoing movement to better organize and manage recovery efforts to speed the distribution of financial relief and facilitate a more rapid return to normalcy. ICF is at the forefront of these changes, working alongside regional officials and key stakeholders to improve community resilience.

With a focus on housing solutions, we are providing technical and advisory services to help the State of New Jersey Department of Community Affairs (DCA) in its efforts to stand up, implement, and manage Community Development Block Grant Disaster Recovery (CDBG-DR) programs. We helped DCA create critical policies and procedures for finance, compliance, procurement, communication, and training related to these programs. We also assisted DCA and sub-recipient

ADVISE



ICF CONNECT

ICF worked with the State of Connecticut DOH to develop a streamlined online application processing system to help citizens affected by Hurricane Sandy expedite submittal of their housing relief requests.

state agencies with program design, implementation, environmental and historic preservation regulations, and other aspects of program management.

Similarly, we designed a secure, user-friendly online application process to help the State of Connecticut Department of Housing (DOH) implement its CDBG-DR programs. This allowed DOH staff to more easily evaluate applications, manage appeals, and give financial awards to qualifying Connecticut property owners whose homes were destroyed or damaged by Hurricane Sandy. The project also required the hiring and training of mobile application teams and support

from ICF's dedicated call center facility in Martinsville, Virginia.

In addition to supporting recovery from specific disasters, we help communities use best practices and lessons learned to build plans for future recovery efforts. In 2014, we are helping the District of Columbia's Homeland Security and Emergency Management Agency bring together stakeholders to build a more comprehensive and dynamic recovery and mitigation program.

Applying Lessons Learned in Commercial Aviation

ICF worked with two major California airports to assess emergency response efforts and lessons learned from recent tragic events that rocked the aviation industry. Following the July 2013 crash of Asiana Airlines Flight 214 at San Francisco International Airport, ICF helped the region's public safety community identify challenges to incident command and victim care and made recommendations for changes in response plans and general preparedness.

ICF also evaluated the general response to the November 2013 Transportation Security Administration's active shooter incident at Los Angeles International. In that case, ICF not only performed a comprehensive assessment of the response but facilitated numerous exchanges among public safety agencies to reach consensus on lessons learned and the way ahead for improvement.





EXECUTE

We execute and manage technological, organizational, and management solutions.

ICF is distinguished by our ability to turn plans into action. Our domain experts design and deliver technology solutions, implement and manage projects and programs, launch strategic communications campaigns, and train teams to get meaningful results.

MEET SELIM KARABULUT ENERGY EFFICIENCY CONSULTANT

"We provide utility clients with end-to-end solutions to their energy efficiency program needs."



ENERGY EFFICIENCY Leading Commercial Customers to Measurable Improvements

While the tactics and technologies differ, commercial and industrial (C&I) energy efficiency programs share the same goal: participation. For more than a decade, ICF has excelled at

designing and managing award-winning C&I programs that attract businesses to the benefits.

For one major Southeastern utility, ICF plays a multifaceted account management role supporting two commercial incentive programs based on energy-efficient lighting and high-efficiency equipment. We work closely with the utility's account executives and regional sales representatives to acquire and manage participants, oversee the program's call center, process rebates, track and report data, and provide site inspections.

We're particularly active in recruiting trade allies—contractors, architects, engineers, and distributors—who have established relationships with the target audience. Through live workshops and webinars, we train

these allies in all aspects of the programs. In 2013, more than 100 registered trade allies in the program contributed 30 percent of all applications.

Meanwhile, 2013 marked our fifth year of partnering with a major mid-Atlantic utility in designing, developing, and implementing a full portfolio of C&I energy efficiency programs for businesses of all sizes. Our team supports the utility with core program implementation tasks on a daily basis, as well as more strategic design services to ensure each program meets customers' distinct needs.

Recent reports offered evidence of our effectiveness: Between 2009 and 2013, our utility client's three core energy solutions programs helped more than 24,000 customers as we processed



EXECUTE

nearly 30,000 applications (including more than 18,000 for small business customers).

Program participants ultimately receive more than \$120 million in incentives, resulting in more than 650,000 megawatt-hours (MWh) in annual energy savings. Further, we processed more than 350 applications representing more than 55,000 MWhs in savings and \$2.7 million in incentives for a retrocommissioning program, which focused on optimizing energy performance through low-cost operation and maintenance improvements to existing buildings' operating systems.

Engaging Utility Customers in the Digital Age

Today's consumers are more savvy about how they use—and what they spend—on energy. ICF, through our ICF Interactive service offerings, helps utilities design, implement, and manage their customer engagement programs.

ENERGY EFFICIENCY Changing Behavior in the Caribbean

Countries in the eastern Caribbean depend largely on oil, which means their economies can become constrained as energy costs rise. ICF is working with nine countries in this region to raise awareness and educate the public about energy efficiency—with the goal of helping to change behavior and support economic stability.

In 2013, we worked with the Organisation of Eastern Caribbean States (OECS) to devise, then launch Power Savers: The Power Is in Your Hands, an integrated communications campaign designed to promote the benefits of energy efficiency. This project combined the skills of ICF's energy efficiency, survey research, and strategic communications and marketing teams to create a comprehensive solution.

At the campaign's inception, we helped OECS gauge the knowledge, attitudes, and perceptions of energy consumers in both residential and non-residential sectors. We



MEET VETRY RAMACHANDRAN CREATIVE DESIGNER

"I take complex information and simplify it in a graphical way that really stops you in your tracks. We want to create compelling communications that allow people to take notice and soak it in."

then used this information to build the Power Savers brand, which we introduced through launch events, infomercials, radio announcements, print collateral, a website, and social media outreach.

Through multiple channels, the campaign is helping to boost awareness and change behaviors by showing how all economic sectors can implement practical, no- or low-cost measures to help reduce energy usage and subsequent bills.

EXECUTE

As noted by Sylvester Clauzel, permanent secretary in Saint Lucia's Ministry of Sustainable Development, Energy Science and Technology, "Achieving this shift in our modus operandi will not be easy, but I am confident we can with the right tools. Critical to catalyzing this change is access to the right information and widespread public awareness on sustainable energy matters."

ENERGY EFFICIENCY Analyzing Product Performance in the United Kingdom

About a third of the United Kingdom's greenhouse gas emissions (GHG) originate from domestic and industrial energy-using products. Identifying the worst offenders and promoting efficient alternatives can go a long way toward reducing emissions and energy bills—and helping the nation meet its climate change and energy targets.

ICF supports the U.K. Department for Environment, Food and Rural Affairs (Defra) in its efforts to reduce GHGs by

managing the country's evidence base for energy-using products. Defra officials rely on this collective insight to make policy decisions aimed at improving energy efficiency and minimizing the environmental impacts of specific product groups.

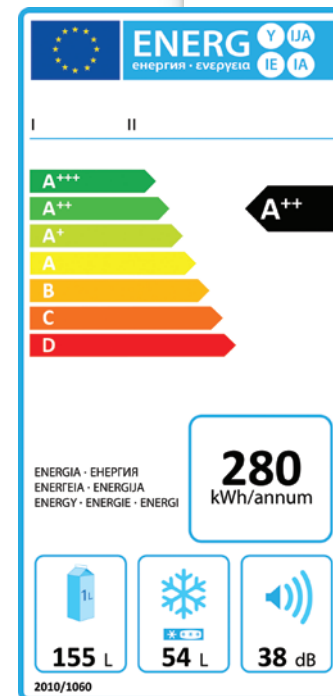
Since June 2013, much of our work has focused on gathering and analyzing data related to the Ecodesign Directive, which mandates minimum energy performance standards for a wide range of domestic and industrial products.

We produced a series of technical briefings outlining issues of concern in various draft Ecodesign regulatory proposals for certain product groups, including solid fuel boilers, local space heaters, motors, and air heating/cooling.

We also executed cost/benefit analyses of proposed Ecodesign regulations on the U.K. economy. These studies looked at cookers/ovens/hobs, vacuum cleaners, distribution transformers, and ventilation, among other product categories. Our work also involves examining regulatory proposals under

the Energy Labelling Directive to provide improved energy information for consumers.

On a more global scale, we also supported Defra in its international initiatives focused on advancing product energy efficiency standards and policies, particularly concerning lighting under the Super-Efficient Equipment and Appliance Deployment Global Efficiency Medal awards scheme.



European Commission energy label for a washing machine

EXECUTE

Due to U.K. government restructuring, work on this project was transferred from Defra to the Department for Energy and Climate Change (DECC) in April 2014. ICF continues to support DECC in this energy efficiency initiative.

HEALTH

Exploring Solutions to Improve Community Health

What's the formula for improving health community-wide? Two major components include changing the environment and addressing individual behavior. Over the past year, ICF has helped clients on both of these fronts.

In 2013, we began work with the U.S. General Services Administration (GSA) to help design a healthy building certification program called Facility Innovations Towards Wellness Environment Leadership (FIT-WEL). The program will enable managers of buildings, including those owned and leased by GSA, to easily assess how their buildings affect the health of people who

use them and identify improvements for making them healthier.

Our public health and IT specialists have partnered with a leading design firm to help GSA complete the FIT-WEL rating system, develop a responsive website capable of adjusting to different devices, conduct a pilot study, and explore how FIT-WEL could expand into the private sector.

This past year, we also kicked off a three-year engagement with the Centers for Disease Control and Prevention (CDC) to help address some of the United States' greatest health challenges, including obesity, tobacco use, and hypertension. Specifically, ICF is supporting grantees of CDC's Racial and Ethnic Approaches to Community Health (REACH) initiatives. We're conducting case studies and targeted surveillance to better understand REACH grantees' strategies



and outcomes of their population-wide policy, systems, and environmental (PSE) change efforts.

As part of our surveillance work for CDC, we're collecting data from adults and youth in select REACH implementation sites. We're comparing these data with those of individuals in sites without the same PSE initiatives. We're also developing a new survey instrument to assess individual health decision-making and to better understand how those decisions impact disparities across populations.

5.6 MILLION CHILDREN

Leveraging alarming statistics, children deliver a powerful warning to adults in an ICF-produced public service announcement about the impact of tobacco use on the nation's future.



EXECUTE

MEET
SHEFALI PAI-SAMANT
EARLY CHILDHOOD
EDUCATION RESEARCHER

"Our research and evaluation work helps early education administrators and policymakers ensure support for disadvantaged children and families."



EDUCATION PROMOTION
Supporting School Readiness and
Educational Reform

Over the past 50 years, the U.S. government has devoted billions of dollars to grant initiatives to improve schools and better prepare children to learn. But these programs are only as effective as the organizations that deliver them, which often are underfunded, understaffed, and overwhelmed. That's where ICF's expert training and technical assistance services add significant value.

In 2013, ICF's on-site teams continued to provide training to help the U.S. Department of Health and Human Services' Head Start grantees across 22 states improve school readiness and community collaboration. We also supported programs in continuous quality improvement and in correcting noncompliances and deficiencies. Currently, we support 555 grantees—one-third of all Head Start grantees in the United States—in their efforts to deliver educational, nutritional, health, and social services.

ICF also supports grantees of the Race to the Top (RTT) program. RTT is an educational challenge designed to spur systematic reform and innovation in teaching and learning by awarding points to states for pioneering effective initiatives in areas such as teacher and leader effectiveness, school turnaround, education agency capacity building, and instructional improvement and data systems.

Since 2010, we have led the U.S. Department of Education's Reform

Support Network, where our team has facilitated communities of practice and created the groundwork for RTT states to share best practices and lessons learned across all states.



OVERCOMING FEARS AND RESISTANCE

By operating the Children's Bureau National Technical Assistance and Evaluation Center for Systems of Care, ICF staff provide technical assistance to help child welfare agencies meet the needs of children in the system. To further build their capacity, we developed a series of 10 video case studies offering unique insights into the key elements of successful peer-to-peer family engagement programs.

EXECUTE

CANCER REGISTRIES

Shaping Smart Strategies with Accurate Data

As the fight against cancer rages on, ICF is helping track the course of the disease in the United States so researchers and policymakers can find ways to reduce its burden.

In 2013 and 2014, we continued our decade-plus work with cancer registries at the national, state, and local levels. In our 14th year with the U.S. Centers for Disease Control and Prevention (CDC), we assisted with the operation and maintenance of the National Program of Cancer Registries Cancer Surveillance System (NPCR CSS)—the largest population-based disease surveillance system in the United States.

Data from this system guides policymakers and researchers to a greater understanding of cancer incidence, mortality, and survival. It also informs cancer prevention priorities and public health resource allocation.

We are now building upon this work in another CDC initiative, the Expanding Data Collection Infrastructure of National Program of Cancer Registries for Patient Centered Outcomes project. In this role, we work with state cancer registries and CDC to collect important follow-up data about patient treatment and outcomes. Researchers will have access to this information through the National Center for Health Statistics Research Data Center.

ICF is also working to ensure that accurate, complete cancer data is available at the state level. The cancer registry we operate and maintain for the Delaware Department of Health has achieved North American Association of Central Cancer Registries "Gold" certification—CDC's highest standard for data accuracy, completeness, and quality—for eight years in a row. In addition, our experts have assisted the Texas Cancer Registry with providing cancer case finding and data collection services to several individual hospitals in the state.



With a focus on the armed forces, we're helping gather vital information on all active duty and retired military personnel and their dependents nationwide through the U.S. Department of Defense (DoD) Central Cancer Registry. The tumor registry database we operate supports researchers and informs DoD's cancer prevention, detection, and treatment initiatives.

MEET KEVIN ZHANG HEALTH SURVEILLANCE EXPERT

"We help clients use data to aid in the fight against cancer."



EXECUTE

**MEET JON BOHLMAN,
RACHEL ADLER, AND
MATTHEW KUMPER
ICF'S COMMERCIAL
HEALTHCARE EXPERTS**

"We help health insurance and provider clients plan and implement transformative change focused on improving consumer health as well as the healthcare value chain."



COMMERCIAL HEALTHCARE
Charting Success in the New Frontier

The Patient Protection and Affordable Care Act dramatically altered the commercial healthcare landscape. It forced health insurance payers and healthcare providers to devise new strategies for containing costs, growing revenue, and differentiating themselves in an increasingly commoditized market, all while

continuing to focus on the individual's health.

Amid this change, speed is the key to success. And ICF's Product Development Lifecycle approach, one of the many offerings available through ICF Interactive, helps clients move quickly.

In 2013, we completed supporting the pioneer test run of an insurance exchange product portfolio strategy for one multistate payer. Our work included establishing "metal level" products (e.g., bronze, silver, gold, and platinum) and attributes of individual and small group products for filing with the Centers for Medicare and Medicaid Services.

The strategy resulted in a large volume of new membership for the payer. To support future sales and profitability,

we also developed metrics and tools to measure our client's ongoing product portfolio performance.

In addition, ICF continues to help clients identify and implement opportunities for new revenue streams. For one large provider practice, we developed a commercial-quality practice management and business intelligence tool. The client is now reselling this tool as a Software-as-a-Service solution, expanding its revenue stream beyond physician practice revenues.

Consumer engagement also serves an increasingly important role in our healthcare clients' growth strategies. In 2013, we worked with Highmark to develop consumer-friendly Web content, which helps people navigate the maze of healthcare reform. Highmark won a Center for Plain Language award for this site.

EXECUTE

e-COMMERCE

Building a Profitable Online Presence

Savvy consumers and the globalization of business require e-commerce strategies beyond simple online storefronts. In 2013, ICF expanded our capacity to deliver sophisticated solutions for clients like never before.

Adding to our already strong digital interactive offerings available through ICF Interactive, in August 2013 we acquired Ecommerce Accelerator LLC—a recognized leader in the field known for providing end-to-end custom solutions. The enhanced capabilities positioned ICF to pursue new opportunities in commercial and business-to-business markets.

Among these opportunities: Building a robust e-commerce platform capable of processing up to 300 orders and requests per hour for global business giant Doosan. Our solution also functions as a full-scale customer service center,



allowing 1,000 dealers in the Doosan North American network to order equipment. Users in North America and Europe can receive real-time information about pricing, orders, shipping, invoicing, customer history, and product availability.

For men's fine apparel store Harry Rosen, we tailored an online consumer experience with custom features that

enable administrators to manage 15 brick-and-mortar locations, assist nearly 1,000 employees, and help grow multichannel revenue. Business users can now easily develop and manage product information—both online and in-store—while in-store sales associates can receive data to create a seamless buying experience for customers.

EXECUTE

Custom functionality also allows branded apparel manufacturer Gildan to realize new efficiencies and streamline sales processes. With our logo tool, Gildan's distributors and end users can place their images and logos on apparel, proof their ideas, and ensure their designs meet specifications. Distributors can even entice further purchases by

showcasing similar products and apparel using client logos.

STRATEGIC COMMUNICATIONS Expanding Our European Presence

Work with clients to understand their goals, then deliver with impact.

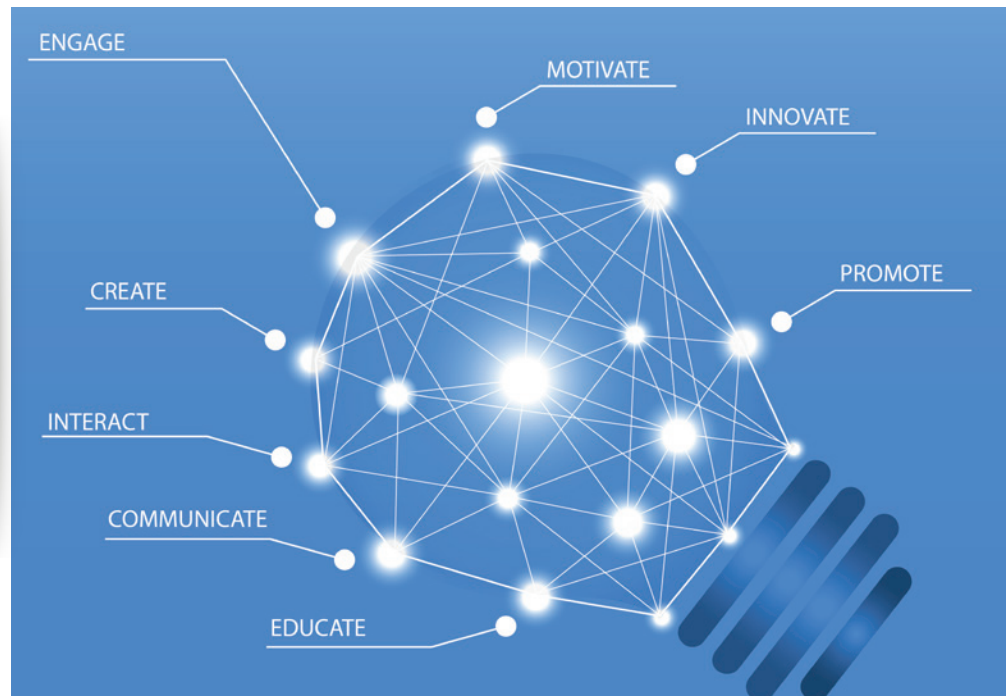
ICF abides by this philosophy and is drawn to others who work the same way. That's what made Brussels-based communications leader Mostra S.A., acquired early in 2014, such a natural fit.

For more than 20 years, Mostra, now ICF Mostra, has demonstrated a commitment to adding value to European Union (EU) institutions and other clients through strategic communications services. Recent successes show an organization perfectly aligned with ICF's mission for implementation.

In just six weeks, Mostra staff coordinated the organization of "Together for a New Mali," an international, high-level donor conference held in May 2013 aimed at mobilizing support for the country's postwar development priorities. Staff developed a conference website, produced event signage and programs, and built an on-site studio to accommodate TV broadcasters—part of the record 174 journalists in attendance.

RIGHT STRATEGY, REAL CHANGE

Engage, motivate, promote, educate, interact—ICF's Marketing/Interactive/Technology team does it all.



EXECUTE

Mostra staff had only a little more time in fall 2013 to organize, promote, moderate, and monitor 84 online debates in 20 languages across the EU. The debates connected citizens with businesses, organizations, policymakers, and EU leaders to discuss how to improve the Single Market, which gives citizens the opportunity to study, live, travel, work, establish a business, or retire in another EU country.

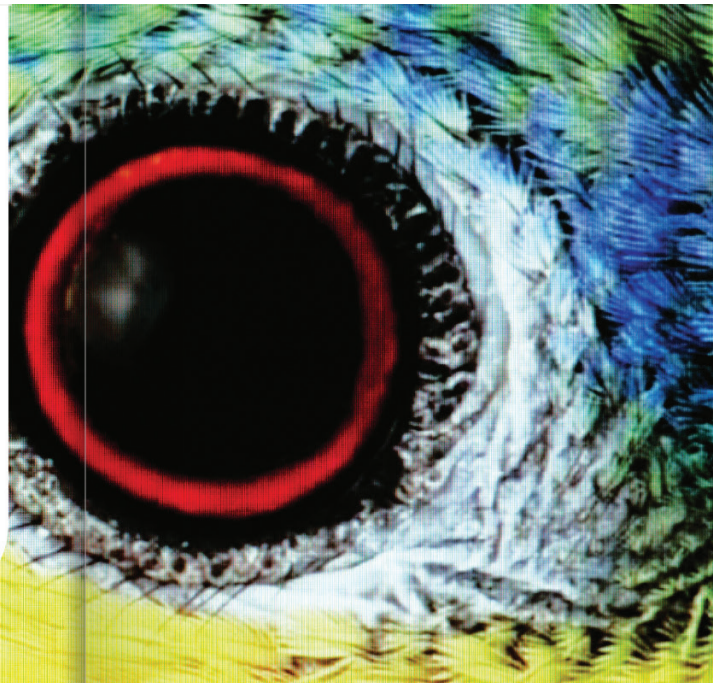
Within just three months, Mostra staff recruited VIPs, speakers, and moderators while harvesting workable ideas. They developed a 24-language Web platform

Engaging citizens in the challenge of preserving biodiversity.

and invited people to share and vote on ideas before the debates. Promotional experts coordinated press relations, social media activities, and stakeholder engagement.

In all, the Web platform garnered nearly 65,000 unique visitors, while promotional

activities generated 8,300 online mentions and nearly 8,000 social media mentions. Most important, the debates generated approximately 800 potentially viable ideas.



ICF MOSTRA

ICF's acquisition of Mostra in 2014 strengthened our strategic communications offering and significantly expanded our reach in Europe.

INNOVATE

We use innovative technologies and strategies to address our clients' most pressing challenges.

ICF is fluent in the language of change. We bring our clients new ideas and novel solutions for defining and achieving success in a world of rapidly evolving policy, technology, and market dynamics.

WATER SUPPLY **Balancing Reliability and Restoration**

The Sacramento-San Joaquin River Delta is the heart of California's water system, serving 25 million residents and an agricultural industry that delivers produce to much of the United States. But 150 years of man-made alterations have pushed the Delta to its brink—affecting the health of many fish species and jeopardizing the reliability of water supplies statewide.

Since 2011, ICF has played a lead role in managing the Bay Delta Conservation Plan (BDCP)—a 50-year strategy for modernizing the world's largest publicly built and operated water supply and delivery system. Our work involves the significant challenge of defining conservation strategies to support the



implementation of what will be the largest wetland restoration project west of the Mississippi River. Once completed, this project will protect and restore degraded ecosystems across more than 150,000 acres of habitat, including native fisheries.

The stakes are high: The California Department of Water Resources

faces increasing pressure to make sound decisions that improve water supply reliability while minimizing environmental impact. ICF's objective analysis has been vital to moving the BDCP forward.

To date, our experts have produced a highly credible, scientifically defensible

INNOVATE

conservation strategy using more than 35 biological models to evaluate the effects of the program on the species and ecosystem. Our analysis factors in a mix of diverse social, economic, and environmental information to help inform and optimize state and federal policy decisions. We are also evaluating the effects of climate change on existing water infrastructure, including Delta levees.

Given the sensitive nature of the conservation work involved, ICF has emphasized the need to build consensus among stakeholders from the start. We worked hard to gain the much-needed trust of state and federal fish and wildlife agencies. Through public outreach campaigns, we have conveyed the facts about the program and provided ample opportunity for input at various stages.

In December 2013, we delivered a public review draft of the BDCP and its Environmental Impact Statement/Environmental Impact Report—which totaled more than 35,000 pages.

ADAPTATION **Assessing Transportation's Vulnerability to Climate Change**

With several large population centers and hubs for valuable imports and exports, America's Gulf Coast region factors heavily into the national economy. For several years, the U.S. Department of Transportation (USDOT) has studied the potential impacts of climate change on the region—specifically on its complex and vital transportation infrastructure.



ICF is now helping with phase two of USDOT's Gulf Coast Study in Mobile, Alabama—one of the largest federally funded adaptation pilot projects in the United States. We are working with the Federal Highway Administration (FHWA), the lead agency on the

MEET ANNE CHOATE **CLIMATE CHANGE** **EXPERT**

"We help clients address the environmental, economic, and financial issues related to sustainability and climate change."

Since 2011, ICF has played a lead role in managing the Bay Delta Conservation Plan—a 50-year strategy for modernizing and restoring the world's largest publicly built and operated water supply and delivery system.

INNOVATE

For our innovative work on the Gulf Coast Study, ICF earned a project merit award from the Climate Change Business Journal® (CCBJ) in the 2013 CCBJ Business Achievement Awards category of Climate Risk Management.

project, to increase the resilience of transportation assets and services in the Mobile region. Specifically, we are identifying the region's critical transportation assets, assessing the potential climate impacts on these assets, gauging their vulnerability, and reviewing adaptation options.

Our climate adaptation experts are using state-of-the-art climate and storm surge model outputs combined with detailed information on a wide range of transportation assets. Using this data, we are developing innovative risk assessment methods and tools that will help regional transportation

Assessment Scoring Tool (VAST) to help rank asset-specific vulnerabilities to climate and extreme weather hazards. This and other resources developed in this phase of the Gulf Coast study will be housed on FHWA's website as part of a virtual framework.

The framework, initially developed by ICF, and several tools and short videos are designed to encourage transparent, systematic approaches by state DOTs, local planners, and transportation practitioners nationwide. Already, the VAST tool and several other ICF-developed Gulf Coast tools are being

system planners, owners, and operators in the Gulf Coast region and nationwide understand and mitigate climate and weather-related risks.

For example, in 2013, we developed a data-rich, Microsoft Excel-based Vulnerability

used in a series of adaptation pilot projects spanning the country.

DISASTER PREPAREDNESS Building Community Resilience

Hurricanes Katrina and Sandy underscored the need for governments and individuals to better prepare for disasters. For more than 20 years, ICF experts have been working alongside leaders at various levels to build more resilient communities through planning, training, and exercise programs.

ICF experts compiled a downloadable list of 15 simple emergency preparedness tips for the home, workplace, and community.



INNOVATE

Since 2012, ICF has been a strategic partner on a catastrophic planning initiative designed to build societal resilience in a four-state, 30-county region in Northeast—an area 22 million people call home.

In this engagement, we've worked with numerous stakeholders—local, state, and federal government officials, nongovernmental organizations, and private critical infrastructure owners and operators—to better prepare the affected communities for catastrophic natural, man-made,

and terrorism incidents. Some of our tasks have included hazard analysis, public-private partnership facilitation, critical infrastructure protection and restoration, and logistics analysis.

In addition, ICF developed a Community Recovery Playbook to help disaster housing and community recovery specialists implement U.S. Department of Housing and Urban Development (HUD) grants post-disaster. This playbook offered critical guidance for several jurisdictions responsible for managing HUD funding after Superstorm Sandy.

We are currently developing a series of four training courses designed to strengthen the skills of emergency operations center personnel by integrating the core principles of emergency management with the regional plans and tools developed through these efforts.

On a national scale, we worked with the Federal Emergency Management Agency (FEMA) in 2013 to launch



MEET JENNIE DEVEAUX
EMERGENCY MANAGEMENT
CONSULTANT

"We help communities prepare for and recover from disasters."

America's PrepareAthon!—a national campaign to engage communities to take simple steps that can help save lives and enhance resilience. The campaign includes drills and exercises to practice for relevant local hazards and facilitates discussions about planning. It leverages ICF's integrated communications capabilities, including audience research, materials development, media relations, and grassroots partnership development.

In April 2014, the White House officially launched America's PrepareAthon!,



Spreading the word was among ICF's main roles in supporting FEMA's America's PrepareAthon!



INNOVATE

building momentum to the first National Day of Action. ICF's regional team members coordinated the first activities by helping Smyrna, Georgia, citizens prepare for a tornado.

MEET MICHELLE SHABLESKI PARTNER ENGAGEMENT CONSULTANT

"Our work helps veterans better understand and more easily access information about their benefits."



INTERACTIVE Expanding Consumer Reach with Mobile Innovation

As U.S. government agencies pursue new initiatives to better engage and serve constituents, ICF remains a full-

service partner for innovative digital marketing and collaboration solutions.

Leveraging our digital, user experience, and mobile expertise, we partnered with the U.S. Department of Veterans Affairs (VA) to enhance support for veterans and realize new efficiencies in service delivery.

We helped VA reach out to more veterans and families by designing and implementing a digital self-service eBenefits Portal. This tool facilitates anytime, anywhere access to benefits and personalized information via online, mobile, and social media channels. In 2011, the portal tallied 320,000 mobile visits. That number jumped to more than 1.67 million authenticated visits in the last six months of 2013 alone.

In 2013, we developed a new mobile app for VA that makes the Federal Benefits Book for Veterans, Dependents, and Survivors accessible on iOS and Android phones and tablets. Released annually, this is VA's most frequently requested publication. It provides



ICF helps clients engage their audiences via Web, mobile, and other digital platforms.

vital information about healthcare, pensions, loans, education benefits, and transitioning.

Mobile use also grew considerably at AIDS.gov, a responsive site ICF designed and developed for the Office of HIV/AIDS and Infectious Disease Policy. In July 2013, the majority of traffic to AIDS.gov came via mobile devices—a first since the site's creation.

INNOVATE

Mobile traffic on an average day in November 2013 was up 320 percent from the previous year, and an astounding 1,400 percent over the past two years. We continued to enhance the mobile-first mission of AIDS.gov this year by building and launching three new mobile applications to support the website. Today, AIDS.gov is the only .GOV site consistently ranked by critics among the top responsive websites.

MIGRATION **Marshaling Critical Information**

In 2012, 2 million immigrants moved to 28 European Union (EU) countries. Of the 36 million people forcibly displaced worldwide, 1.4 million were offered protection in the EU. Given the considerable social and economic effects of migration on EU member states, accurate data and a comprehensive understanding of its true scope are essential for today's leaders.

Since 2009, ICF (formerly GHK) has helped support the work of the European

Migration Network (EMN), which provides EU institutions and member states' authorities with the most up-to-date, objective information to help measure the impact of migration and asylum and to shape effective policies going forward.

Working for Directorate-General for Home Affairs (DG HOME), our experts have helped EMN select policy-relevant study topics, design specifications for national reports, synthesize research findings, and coordinate gatherings of thought leaders.

In 2013, ICF conducted several innovative studies which address issues that are highly topical and prominent in current political debates, and which synthesize the present state of migration across nearly all EU member states, something very little research does.

Study topics included attracting qualified third-country nationals; organizing reception facilities for asylum seekers in different member states; identifying and treating trafficking victims in asylum; and



identifying return procedures as well as policies and practice related to social security, health, and housing services for migrants.

We also support DG HOME each year in preparing the annual report on immigration and asylum and presenting important new developments to stakeholders in the field.

MEET **PETRA VAN NIEROP** **ASYLUM + MIGRATION** **EXPERT**

"ICF supports the European Migration Network and other clients on migration policy and related issues."

INNOVATE

ENVIRONMENTAL IMPACT **Examining Outcomes Of** **Proposed Oil And Gas Expansion**

When two oil and gas companies submitted a proposal to expand operations across many acres within Fremont and Natona counties in Wyoming, the project's location and the nature of the work drew considerable attention.

The project area includes priority habitat for Greater Sage-Grouse, an Endangered Species Act Candidate Species, along with several historic trails and a Traditional Cultural Property (sacred Native American site). Moreover, the 4,250 new wells proposed to be built on this land would generate up to 1.4 million barrels of water per day—up to 90 percent of which would be discharged into a major reservoir after being treated to drinking water standards.

Since June 2013, ICF has helped the Bureau of Land Management (BLM) develop the National Environmental Policy Act (NEPA) required

Environmental Impact Statement (EIS) for this expansion. The EIS will analyze impacts to Greater Sage-Grouse, other wildlife, air quality, and water quality, among other issues.

Experts from our environmental team collected data, performed surveys, clarified the project description, worked with BLM to identify alternatives, and drafted chapters of the EIS. Responding to the interest shown by public as well as federal, state, and local agencies, we collaborated with BLM to engage these parties through the NEPA process.

As part of the project, ICF developed an innovative spreadsheet tool for evaluating surface disturbance associated with the expansion. For typical programmatic-level oil and gas EIS documents like this one, the usual approach to evaluating disturbance is to assume that all development would occur at once—a “worst case” scenario not reflective of how development would actually occur in the field.





INNOVATE

Using the spreadsheet tool, the ICF team projected the amount of oil and gas wells and infrastructure that would be developed on an annual basis and applied reclamation success factors based on field experience to calculate a disturbance “curve,” or annual net disturbance over the 65-year life of the project. This method provides a more realistic picture of the project impacts.

In July and August 2013, ICF facilitated two successful meetings with a diverse group of stakeholders—including federal and state agencies and local county and tribal representatives—to draft alternatives to the proposed project for analysis in the EIS. ICF and BLM then evaluated and refined the alternatives to ensure implementation feasibility. Next, ICF will perform an impact analysis to describe the alternatives’ effects on the natural and human environment. The draft EIS is expected to be released in spring 2015.

Office Locations



*Not all U.S. offices are represented on this map.
Please refer to page 35 for the complete list of U.S. offices.*

CORPORATE HEADQUARTERS

Fairfax, Virginia
9300 Lee Highway, Fairfax, VA 22031 USA ■ Phone: +1.703.934.3000 ■ Fax: +1.703.934.3740 ■ Email: info@icfi.com

THE AMERICAS

Albany, New York	Houston, Texas	Richmond, Virginia
Ann Arbor, Michigan	Irvine, California	Rio de Janeiro, Brazil
Atlanta, Georgia	Jackson, Michigan	Riverside, California
Bellingham, Washington	Leavenworth, Kansas	Rockville, Maryland
Burlington, Vermont	Little Rock, Arkansas	Sacramento, California
Calgary, Alberta	Los Angeles, California	San Diego, California
Cambridge, Massachusetts (2 locations)	Martinsville, Virginia	San Francisco, California
Cayce, South Carolina	Middletown, Pennsylvania	San Jose, California
Charleston, South Carolina	Minneapolis, Minnesota	San Rafael, California
Charleston, West Virginia	Montréal, Québec	São Paulo, Brazil
Chicago, Illinois	New York, New York (2 locations)	Seattle, Washington
Columbia, Maryland	Ottawa, Ontario	St. Louis, Missouri
Columbus, Ohio	Philadelphia, Pennsylvania	Temecula, California
Dallas, Texas	Portland, Oregon	Toronto, Ontario
Denver, Colorado	Providence, Rhode Island	Tulsa, Oklahoma
Detroit, Michigan	Redding, California	Tysons Corner, Virginia
Durham, North Carolina	Redlands, California	Washington, DC
Gillette, Wyoming	Regina, Saskatchewan	

EUROPE

Birmingham, United Kingdom	London, United Kingdom	Valencia, Spain
Brussels, Belgium (2 locations)	Plymouth, United Kingdom	Warsaw, Poland

ASIA + THE PACIFIC

Bangalore, India	Hong Kong	New Delhi, India
Bangkok, Thailand	Manila, Philippines	Singapore
Beijing, China		

AFRICA + THE MIDDLE EAST

Bamako, Mali	Nairobi, Kenya
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ABOUT ICF INTERNATIONAL

ICF International (NASDAQ:ICFI) provides professional services and technology solutions that deliver beneficial impact in areas critical to the world's future.

ICF is fluent in the language of change, whether driven by markets, technology, or policy. Since 1969, we have combined a passion for our work with deep industry expertise to tackle our clients' most important challenges. We partner with clients around the globe—advising, executing, innovating—to help them define and achieve success. Our more than 4,500 employees serve government and commercial clients from more than 70 offices worldwide. ICF's website is www.icfi.com.

CORPORATE RESPONSIBILITY

At ICF, we measure success in reputation and revenue alike. We achieve success by acting responsibly—attending to our employees, clients, shareholders, communities, and the environment. These same values that shape our character drive our growth.

Read more about ICF's commitment to corporate responsibility at icfi.com/about/corporate-responsibility.



icfi.com