



**2014-2015**

# ICF International Highlights

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The world keeps changing at a breakneck pace. These changes touch all organizations as their challenges grow in **complexity** each day. More than ever, government and commercial enterprises around the globe need a **trusted partner** capable of producing powerful solutions for the **Digital Age**, start to finish. ICF continues to answer the call.

We remain a leading partner of choice, known for delivering value throughout the **lifecycle** of a program, project, or initiative. As our clients' external pressures mount and evolve, our talented people guide them today while preparing them for what's ahead.

# What we do.

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# A Complete Partner for the Digital Age

We deliver results through five tightly integrated core service areas. This is where ICF excels:



## Research + Analyze

Our teams delve deep into critical policy, industry and stakeholder issues, trends, and behavior. By collecting and analyzing data of all kinds, we help clients understand the current landscape clearly and plan their next steps wisely.



## Assess + Advise

With equal parts experience and dedication, our experts get to the heart of the issue—asking all the right questions from the start. After examining the results and evaluating the impact of research findings, we counsel clients on how to best navigate societal, market, business, communications, and technology challenges.



## Design + Manage

We design, develop and manage plans, frameworks, programs, and tools that are key to each client's mission or business performance. These solutions often stem from our analytics and advice.



## Identify + Implement

Our experts define and put into place the technology systems and business tools that make our clients' enterprises more effective and efficient. We deploy standard or customized methodologies based on the business context.



## Engage

Realizing the promise of the digital revolution requires foresight and heightened understanding. Both are baked into the solutions-focused engagement work that runs through all we do.

**Research + Analyze** and **Assess + Advise** are the cornerstones of our advisory work. **Design + Manage** and **Identify + Implement** are implementation-oriented and capture the way ICF has built our capacity to add continuing value to our clients. Increasingly central to, and integrated with, all of these services is **Engage**—connecting with broad audiences both inside and outside our clients' enterprises. Though we have done this work for many years, with the recent expansion of our strategic communications and interactive technology capabilities, *engagement* has become a core aspect of what ICF does.

The following stories highlight how our core services work together to advance our clients' goals—often over the course of several years. Each story depicts ICF's ability to deliver actionable solutions to help our clients navigate changes, overcome challenges, and reach new levels of success.



## Saving Energy, Enhancing Performance



In 2015, BGE earned its fifth consecutive **ENERGY STAR® Partner of the Year Award**

**for Energy Efficiency Program Delivery—Sustained Excellence.**

Since 2009, BGE has won nearly 30 awards for its Demand Side Management programs, including Platts Energy Efficiency Program of the Year, Chartwell Best Practices Marketing awards, and Association for Energy Services Professionals (AESp) Energy awards.

**BGE SMARTENERGY**  
**savers**  
PROGRAM™



The impressive results keep pouring in: Since 2009, ICF has helped a Maryland-based utility, Baltimore Gas and Electric (BGE), generate nearly 20 million megawatt hours of lifetime energy savings across a portfolio of residential, industrial, and commercial energy efficiency programs. That's the equivalent of 3.5 coal-fired power plants taken offline for one year<sup>1</sup>. What does it take to succeed at levels unmatched nationwide? Perpetual improvement.

The results we've achieved with BGE exemplify what's possible when clients tap into all of ICF's core services throughout the life of a project. In Maryland, we work with BGE and other utilities on analysis, design, and enhancements of their energy efficiency programs. During each three-year regulatory cycle, we examine performance and model the cost-effectiveness of each program, potential additions, and the overall portfolio—from appliances and lighting to showerheads and whole-house improvements.

Engagement is equally critical—and an area in which we excel. ICF's marketing strategists and interactive specialists raise awareness, drive behavior change, and educate trade allies through social media, mobile campaigns, and traditional marketing channels.

<sup>1</sup> 2 million MWh annualized is 19.8 million MWh in lifetime energy savings and is the equivalent of CO<sub>2</sub> emissions from 3.5 coal-fired power plants in one year. Source: [epa.gov/cleanenergy/energy-resources/calculator.html](http://epa.gov/cleanenergy/energy-resources/calculator.html)

By 2014, 59 percent of respondents surveyed in a J.D. Power Electric Customer Satisfaction Study indicated awareness of BGE's efforts on energy efficiency. Participation continues to climb as well, with BGE customers actively engaged in the various programs—amounting to rebates for hundreds of thousands of appliances and millions of efficient light bulbs.

Our proprietary Strategic Intelligence Management System analytics platform uses geospatial targeting and predictive analysis to help identify additional prospects, drive messaging for various customer segments, and engage customers most likely to participate.

We also boost participation through simplicity. For multiple BGE programs, we have replaced paper applications with online intake tools to expedite reimbursements and improve service. This year, contractors will be able to submit HVAC rebates by using a phone app.

Results for megawatt hours savings aren't the only metrics on the rise. Since ICF designed and launched BGE's programs, overall customer satisfaction has jumped more than two points. Even better, those customers that were aware of BGE's energy efficiency programs expressed even greater satisfaction, registering nearly another point increase.



# Navigating Risks and Rewards of New Regulation

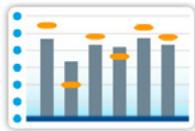
## EPA's Clean Power Plan

### Challenges Ahead for Sources and States

*The EPA's proposed Clean Power Plan would regulate emissions of CO<sub>2</sub> from existing generation sources, forcing states and companies to make critical strategic choices in the near future that will affect power prices, power system reliability, natural gas markets, and the need for new infrastructure.*

## Background and Timeline

EPA's proposed Clean Power Plan would regulate carbon dioxide (CO<sub>2</sub>) emissions of existing generating units through state-level CO<sub>2</sub> emission rate standards. EPA estimates that the rule will reduce total U.S. power sector emissions by 30% from 2005 levels by 2030.



### State Rate Targets

This analysis compares the final state rate targets for the CPP to those proposed a year ago. It's clear that the revised Best System of Emission Reduction (BSER) approach and removing energy efficiency and nuclear from the calculation have significantly changed the targets for a lot of states. EE and nuclear will still be available for compliance however.

[Click here for detailed information by state](#)

Each state is allowed to determine its own optimal plan design and components. With this flexibility, state regulators will need input from generation owners, system operators, energy regulators, and other stakeholders to design plans that achieve compliance while taking advantage of opportunities to minimize compliance costs and improve competitive advantage.



## Elevating Our Profile



Known for our expert analysis of the effects of environmental regulation on electric power and fuel markets, we were frequently invited to speak about the Clean Power Plan in 2014. The increased exposure helped ICF earn millions in new business from investor-run utilities, independent generators, and trade associations.

The proposed Clean Power Plan from the U.S. Environmental Protection Agency (EPA) abounds with possibilities and risks for energy companies. Notwithstanding the uncertainties introduced by litigation, the decisions states make in the coming years as they develop compliance plans will drive meaningful outcomes for costs, asset values, returns on investment, and business opportunities. ICF is one of the few firms with the analytical expertise needed to help energy companies and other stakeholders navigate this uncharted territory.

EPA's plan, proposed under Section 111(d) of the Clean Air Act, regulates CO<sub>2</sub> emissions of existing generating units through state-level emission rate standards. We are positioned to assess plan design options and implications because we:

- Operate the premier power sector modeling tool for investor-owned utilities, independent power producers, nongovernment organizations, and EPA
- Are the financial adviser for numerous power plant transactions
- Implement 40 percent of the nation's energy efficiency programs

Our expertise is already showing its value. More than 20 utilities and other stakeholders relied on us to help them understand the rule and possible implications for their states and assets as they prepared their approaches and began discussions with regulators.



# Quitting for Good: Finding What Works for Smokers

The National Cancer Institute (NCI) has a message for smokers: Quitting is *not* a solo journey—you need support to complete it. For the past two years, ICF has helped NCI shape the quit-smoking journey by optimizing and expanding its tools and services as part of the [smokefree.gov](http://smokefree.gov) initiative.

Smoking is one of the most difficult behaviors to change. It takes consistent support, information, and guidance to truly have a chance of quitting for good. How these elements are shaped, arranged, and delivered is crucial to success. We provide NCI with a multidisciplinary team of experts in tobacco control, mobile engagement, communications, behavioral science, social media strategy, and web development to ensure the [smokefree.gov](http://smokefree.gov) initiative works across all platforms.

It starts with evaluation and research: We conducted in-depth assessments of Smokefree programs and discovered key trends in user behaviors that helped inform our outreach strategies.

One core component of the initiative is SmokefreeTXT—the largest federally recognized, evidence-informed text messaging cessation program in the U.S. We helped expand the program's reach because this immediate, on-demand, tailored support *doubles* a smoker's chances of quitting.

At the end of 2014, we created and implemented a new social media strategy for Smokefree focused on directly engaging users and potential users and addressing potential barriers to quitting.

As a complete lifecycle partner, ICF manages and refines all [smokefree.gov](http://smokefree.gov) web properties, mobile applications, text message programs, and social media platforms. Building on our previous successes, we recently reached a five-year agreement to expand our collaboration with NCI and deliver even more support to smokers where and when they need it.



**SmokefreeTXT was a finalist in the 2015 ACT-IAC Igniting Innovation Awards.**





## Plotting a Course to Customer Satisfaction

To improve the customer experience, first walk in their shoes. That was ICF's strategy for helping a multistate insurance carrier deliver a better customer experience to its members.

We assembled cross-functional teams with the goals of building employee empathy, solving problems from the customer perspective, and gaining a better understanding of each member's healthcare decision process.

ICF researched and analyzed the health insurance application process, as well as the process customers took to join the health plan and use their benefits. We documented the member's journey through an illustrative map and developed personas to better enable client staff to walk in their customer's shoes.

Health plan and consultant teams further identified pain points, points of delight, and moments of truth tested by direct consumer-facing research. Armed with

the journey map and research findings, we facilitated the development of nearly 30 action plans the client will use to make operational improvements to increase customer satisfaction.

Our work culminated with a traveling interactive exhibit that immersed our client's employees nationwide in the daily lives and healthcare experiences of their customers. The exhibit's "augmented reality" technology allows continued access to resources that support the client's upcoming programs for delivering better service experiences.





# Supporting Healthcare's Rapid Transformation

After the passage of the Patient Protection and Affordable Care Act, new organizations formed to deliver coordinated care to patients at lower costs. New consultants also emerged to aid these providers in their efforts. ICF has helped one such company stand out as an innovative leader in the field.

Our client has rapidly grown from a start-up technology and services firm to an industry-leading population health management company. It now provides health systems nationwide with solutions that support the transformation towards value-based care. Our team of commercial healthcare consultants have played a key role in several product implementations—directing a team of client staff, partners, and other consultants across varied work streams to ensure successful service delivery.

In addition, we helped our client develop and implement a large number of new reports with an aggressive schedule—many of which helped to document workloads and track performance for care managers. Our services also included:

- Providing healthcare subject matter expertise
- Building digital interactive experiences across multiple platforms
- Supporting the creation of an IT project management office
- Handling complex special IT projects
- Developing implementation process improvements

Beyond these technology frameworks, we also helped our client establish a collaborative working relationship between a health system and a major payer to improve quality of care and deliver mutually beneficial financial returns.





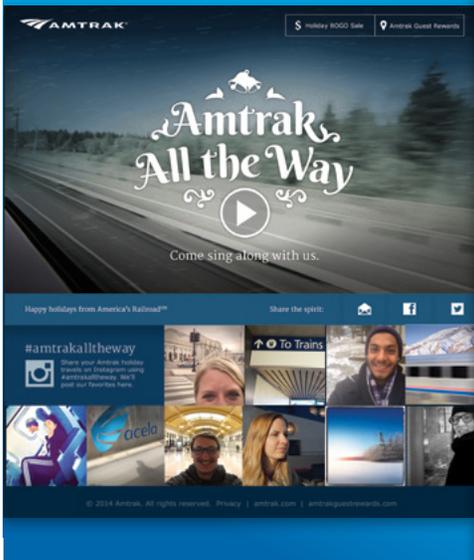
# Results Roll in for Amtrak Loyalty Program

## Tallying Up Results

Over 500 million pieces of personalized digital content helped drive a 35-percent increase in member participation with partners over the last three years.

Promotional and offer registration rates have improved by more than 50 percent compared with previous years' rates, largely due to one-click registration capabilities.

Nearly 10 percent of higher-elite members have enrolled in the last year as a result of our enhanced strategies.



The goal to reimagine the Amtrak Guest Rewards Program added up to a tall order, with more than 4 million customers, 10 years' worth of data, and hundreds of millions of data touchpoints. Olson, an ICF International company, had just the ticket for acquiring even more customers and further increasing engagement.

Transactional, behavioral, and cultural research revealed that Amtrak's digital-savvy travelers crave convenience and community connections. We had to make every touchpoint count. By evaluating pre-trip, in-station, on-board, and post-trip interactions, we developed new marketing strategies, a streamlined customer experience, and new technology.

Olson used its own loyalty and Customer Relationship Management (CRM) platform, [Tally®](#), to seamlessly migrate 10 years' worth of customer data—enabling smooth program operation and paving the way for good results via data segmentation and predictive analytics. Tally integrates with customer-facing and back-end applications, as well as with more than 35 Guest Rewards program partners to drive deeper earning and redemption opportunities for members.

We promote Amtrak Guest Rewards with compelling creative, including personalized digital outreach optimized for fully responsive and adaptive web, mobile, and tablet experiences. This optimization has increased mobile site usage by **132 percent** and overall digital property usage by **23 percent**.





## Promoting the Real Belize Draws Big Crowds

Soft sandy beaches, all-inclusive resorts, lazy sunset strolls—this is not Belize. But for years, its advertising suggested otherwise, and tourism numbers suffered as a result. Olson turned everything around by promoting what truly makes Belize a Caribbean treasure.

Rebranding an entire country requires a different approach. We challenged our team to forgo the conventions of sun-and-surf vacation advertising and find the authentic Belizean experience. Our strategy was not to change Belize to appeal to the world, but rather to reach those travelers who would find the appeal in Belize's island adventures and natural wonders.

Using the proven [Olson Brand Anthropology™](#) process, we spent significant time exploring Belize's people, places, and culture. We set aside traditional job titles and worked as one unit to interview visitors, track social media discussions, and increase the pool of creative ideas.

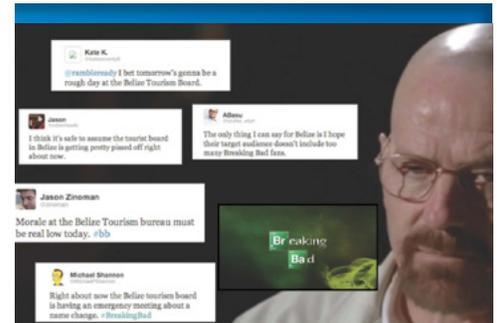
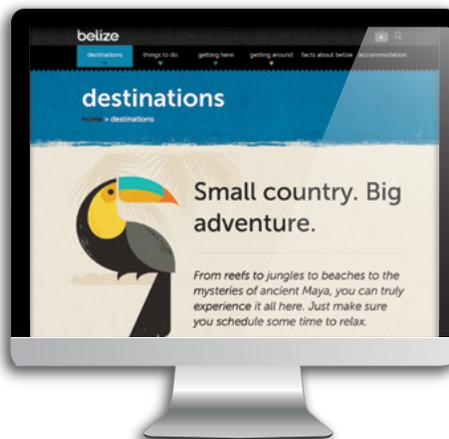
Our first deliverables included a fresh logo and suite of marketing materials reflecting the bold colors and shapes found in Belizean nature. We then transformed TravelBelize.org into the

highest-performing travel site among its competitors, featuring:

- Lowest bounce rate, 42 percent
- Highest page views/visitor, 2.8 (+33.2 percent total visits) (+30.7 percent unique visitors)
- Highest average time on site, 3:18

Our approach worked wonders: Stay-over visitors rose by **5.8 percent** to 272,255—the highest on record since 2000. And Belize's own central bank credited our team with a **2.24 percent** rise in the nation's GDP.

Olson also earned 28 industry awards for this account—a personal best—along with praise from our client, who exclaimed that we really “get” the Belize experience.



### Making Good with Breaking Bad

The Belize Tourism Board learned fast that a free plug on a hit show isn't always a huge win. For millions of Breaking Bad viewers one Sunday night, sending someone to Belize suddenly became a euphemism for murder.

ICF's Olson team immediately leapt into action to spin this potential PR nightmare into a dream scenario. We sent a series of tweets from the Tourism Board's handle to show we were in on the joke. Never defensive, we played along while highlighting Belize's allure. We even invited the whole cast down for a (harmless) vacation.

In just three days, we surpassed our media impression goal for the entire year by 48 million impressions. Industry trades from [AdWeek](#) to [Creativity to Media Bistro](#) recognized our smart response—which won [Social Media Campaign of the Year](#) by [IN<sup>2</sup> SABRE AWARDS](#) in 2014.



## Envisioning the Future of Telemedicine



### Clear Advantages

Through the robust Cybersight portal, Orbis health care providers and trainees can now:

- Collect, store, and share patient histories and data
- Select a potential diagnosis from a drop-down menu, based on keywords and similar case information
- Review information provided by colleagues and self-instruct on ailments and treatments



As part of its critical mission to prevent and treat blindness, Orbis empowers health workers in developing countries with optimal training and resources. When it needed to enhance its telemedicine platform Cybersight, Orbis found a partner in ICF who shared its vision for progress.

In developing the new Cybersight, Orbis wanted to enhance its dedicated digital environment for its network of care providers to collaborate on cases, share documents, and more easily diagnose and treat patients. Not just any portal would do: It had to support thousands of registered users speaking several languages—with uninterrupted service—and allow for future growth.

Leveraging deep expertise in user experience and technology solutions, ICF's team created and implemented a strategy in just nine months. The resulting Cybersight portal met the complex needs for care providers and trainees.

To improve engagement with others in and beyond the provider network, ICF transformed [cybersight.org](http://cybersight.org) into a fully responsive website, complete with a fresh look and feel. We also provided collateral Orbis could share at medical events to promote the platform while boosting awareness of telemedicine's potential.

Our shared vision continues to evolve, as Orbis and ICF work on subsequent phases of our original strategy—including data migration, portal functionality enhancements, and mobile application development.



## Quantifying Quality of Life With AARP

AARP strives to make communities more livable for all Americans by influencing public policy at state and local levels, but you can't improve what you can't measure. That's why AARP teamed with ICF to develop the first index to measure livability at the neighborhood level across the entire U.S.

[The Livability Index](#) measures quality of life in cities and towns across the U.S. as part of aarp.org. Users have a powerful information resource at their fingertips so they can easily compare communities based on vital aspects such as:

- Housing
- Transportation
- Environment
- Neighborhood proximity
- Health
- Social and civic engagement
- Opportunity

We helped AARP develop the online tool to measure livability at the neighborhood level based on 60 different metrics and policies spread across the seven aspects listed above. Subject matter experts from across ICF helped AARP determine the appropriate metrics and data sources and combine all of the data into a single, easy-to-understand score.

We designed an online experience to convey this rich content and data, and to allow users to customize and compare results. Casual users can easily access and understand their community's score through interactive maps and clear content. Planning and policy experts can use more advanced functions to delve into specific metrics and policies and explore what factors make some communities more livable than others.

With its April 2015 launch, AARP has begun to use the Livability Index as a catalyst to help spark policy changes around issues such as smart growth, housing accessibility, and community amenities.





## Revving Up Fan Engagement

Today's top sports brands connect fans to athletes, other fans, and unique experiences across multiple channels. Television production company [NASCAR Digital Media](#) leads the pack in fan engagement with mobile apps, social media, and a website that generates tons of traffic.

In 2014, ICF helped NASCAR Digital Media strengthen its website, built on Adobe Experience Manager, to handle surges of visitors. After assessing the existing system and potential solutions, we recommended numerous infrastructure improvements to keep NASCAR Digital Media's engagement engines firing on all cylinders.

Our suggestions and implemented changes helped ensure that no servers would go down during the Daytona 500—motorsport's premier event and the pinnacle of fan engagement.

We also helped NASCAR Digital Media in 2015 shift gears seamlessly to a cloud-based architecture, resulting in increased flexibility while lowering ownership costs. Again, we helped make certain there was no break in Internet action during any live event or in the excitement for millions of devoted fans.





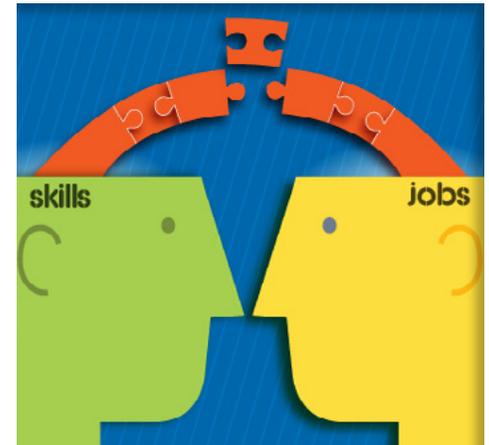
## Bridging America's Skills Gap

At the end of January 2015, 5.7 percent of the American population remained unemployed. Yet U.S. businesses reported 5 million job vacancies. The problem? Candidates often lack the skills today's employers need. ICF is helping to bridge this skills gap by identifying solutions that work.

Many public and private initiatives across America are exploring ways to better align training programs with employer needs. ICF is proud to support government agencies, educators, and employers in their efforts to help more people find meaningful jobs.

Leveraging technology tools and research expertise, we are enabling our clients to see which promising programs get results and where they should invest resources going forward. For example:

- By studying Florida's training and workforce development system over the past year, we uncovered insights that will enable officials to redesign the state's training and education system so it aligns with in-demand occupations.
- Working with the International Brotherhood of Electrical Workers, the University of California–Davis, investor-owned utilities, and a consortium of California community colleges, we increased training and certification opportunities related to energy-efficient technologies. Already, 65 percent of the un- or underemployed electricians who participated found jobs.
- For the U.S. federal Health Professions Opportunity Grant (HPOG) program, which serves low-income and disadvantaged populations, we help grantees strengthen recruiting, retention, training, and employment placement activities.
- We support community colleges across the U.S. in evaluating the impact of new training initiatives funded by the U.S. Department of Labor that help trade-impacted workers acquire skills for in-demand occupations. Colleges use the findings of our studies to strengthen project implementation and improve career pathways and employment outcomes for participants.



### Measuring Workforce Readiness

ICF now makes it easy for government and nonprofit agencies to identify a person's strengths and weaknesses on the path to employment.

Under contract to the U.S. Department of Health and Human Services, we created the Online Work Readiness Assessment (OWRA) tool. This evolved into workQuotient (wQ™)—our more advanced, proprietary application. We customize wQ for each state and local agency as a central part of a comprehensive employability engagement.





## Sharing Valuable Lessons in Employment Services

ICF enjoys a stellar reputation in the European Union (EU) as an expert resource for overcoming labor market challenges. Over the past five years, we enhanced this reputation working with the EU's Public Employment Services (PES) Mutual Learning Program—an initiative of the European Commission's Directorate-General for Employment, Social Affairs and Inclusion (DG EMPL).

Throughout this ongoing project, ICF has helped expand PES dialogue and mutual learning in the 28 EU Member States. Our primary efforts involve working directly with PES representatives to research existing management methods and processes for supporting employers and all varieties of jobseekers, from youth to the long-term unemployed. We package the results of this research into learning resources, communication materials, and events—sharing what works among PES and other labor market stakeholders in government, academia, and beyond.

Our work has focused on important issues that have spurred public-sector modernization. We have supported PES in understanding how to develop digitized services, the best methods to

form new partnerships, and innovations in the delivery of services that increase employment opportunities and outcomes.

To maximize the value of these activities, we support the sharing of findings, best practices, and other important information via the PES section of the [DG EMPL website](#).

Our latest efforts have pushed us to the forefront of supporting the EU's new initiative to establish an EU PES Network—a vital tool for benchmarking performance and informing PES-related policies across Europe.





## Always on Guard

Cyber threats increase and evolve by the day, as do the IT systems and infrastructures they threaten. Staying steps ahead of malicious cyber actors requires renewed vigilance, especially as more devices linked to power, health, and transportation infrastructure come online. Some of the sharpest minds working on the frontlines of threat detection work for ICF.

Cyberattacks are now essentially state-sponsored weapons, as evidenced by North Korea's hack of Sony in 2014. All organizations are potential targets, either because they're important, or because

malicious actors are seeking places to test their cyber weapons. Sharing information about threats has become more important than ever. That's why, in January 2015, the U.S. Army began releasing to open source computer network defense analysis tools.

Since the 1990s, ICF has been supporting the Army Research Laboratory (ARL) in the development of cyber defense capabilities that allow cybersecurity analysts to understand compromises of Department of Defense networks. Now, partners in academia and industry can share their own modules and expand the collective understanding of threats.

Last year, we signed our third contract to continue supporting ARL in its vital mission as a leading Computer Network Defense Service Provider (CNDSP). Our spectrum of services includes staffing 24/7 teams that analyze, detect, report on, and mitigate cyber issues worldwide. We've also established industry best practices that guide other CNDSPs.

### Turning Big Data Into Smart Decisions

Few organizations have the budget to address every cyber threat at once. ICF now offers an interactive tool, built on a big data platform that empowers IT leaders to make intelligent choices and prioritize their cybersecurity spending.

Our tool carries forward the very systems analysis skills that helped establish ICF. It translates reams of data—like the seemingly endless stacks of cybersecurity standards, controls, and best practices—into a clear picture.

ICF experts pinpoint key factors such as low-impact risks and higher likelihood threats to help decision makers craft phased cybersecurity strategies that make sense, and make the best use of their resources.





## Climate Change Study Prepares Leaders for Risks

In areas prone to high temperatures and flooding, climate change poses a real risk to transportation systems. Leaders lacked the right tools and methods to evaluate their options for building resilience. That was the impetus behind ICF's groundbreaking study for the U.S. Department of Transportation (DOT) that examined the potential effects of climate change using Mobile, Alabama, as a model.

ICF developed and tested a process for conducting a comprehensive vulnerability assessment for a citywide transportation system. We examined the effects of climate across six modes of transportation and five climate hazards, making this study the most thorough of its kind. The findings, which we presented in a report to the DOT's Federal Highway Administration, became a new resource for states and cities across the country.

As a result, at least 16 transportation agencies across the U.S. are now using the study's tools, methods, and lessons as they take a proactive approach to evaluating their vulnerability to climate change—at a fraction of the cost of this study.

Our work occurred during Phase Two of a study examining climate change impacts along the central Gulf Coast. The *Climate Change Business Journal* specifically cited our risk-management tools when it gave ICF the [2014 Business Achievement Award for Climate Risk Information Technology](#).





# Increasing Resilience in the Developing World

Floods, cyclones, drought, landslides—the developing world is both more susceptible to and less prepared for the effects of climate change. For the world's most vulnerable populations, the associated risks are real and immediate. ICF is providing strategies and tools to help international development agencies and their host country counterparts better understand the threats of climate change, mitigate risks, and protect populations.

In 2014, our experts developed decision-making tools for municipal leaders and staff to better prepare their infrastructure for the impacts of climate change in four pilot cities under the U.S. Agency for International Development's (USAID) Climate Resilient Infrastructure Services (CRIS).

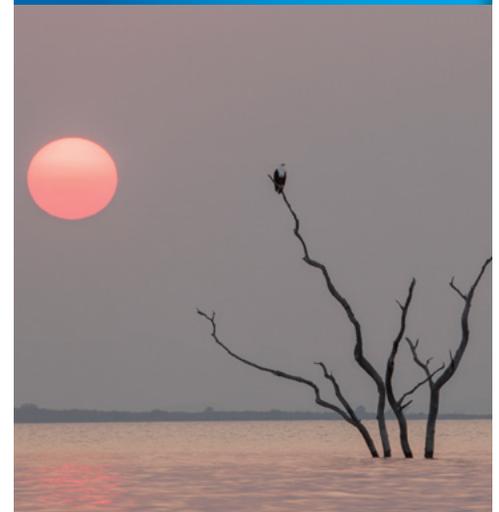
Cities like these require urgent action as extreme weather puts housing, water delivery, energy, and transportation at risk. But solutions are far from universal. ICF establishes tools and processes tailored to each community and works closely with local decision makers to ensure sustainability.

In Piura, Peru, we developed and implemented a climate vulnerability screening tool to help assess the city's planned infrastructure projects for climate risks. We trained city staff in Nacala-Porto, Mozambique, to use a similar tool to support the rapid assessment of climate vulnerabilities. The screening tool shows the effects of climate change on municipal infrastructure, demonstrating the economic benefits of resilience planning and helping to prioritize investment decisions, which is important for poor countries with limited resources.

Simply designing a tool is not enough. Communities need to be prepared and empowered to make decisions. Our solutions take local politics, capacities, and culture into consideration. In the Dominican Republic's capital, Santo Domingo, we demonstrated to city officials how to use a participatory process to prioritize infrastructure needs. This process determined that a wastewater treatment plant was at risk for flooding. While discussing plans to redesign the plant, we facilitated community meetings to raise awareness of the issue and ensure residents could voice their concerns.

## Sharing Successes

Through peer learning, we are replicating approaches tested in CRIS pilot cities in other regions. In March 2014, CRIS hosted a regional peer-learning event for eight cities across Latin America and the Caribbean. More recently, CRIS hosted a peer exchange study tour that included representatives from four cities in Mozambique. We are also developing training games to communicate key concepts and help participants overcome adaptation challenges.





## Better Data Promote Better Health

### Steps in the Right Direction

While there are still major leaps to be made toward true gender equality, the *Women's Lives and Challenges: Equality and Empowerment Since 2000* report found important gains, including:

- Access to primary education is expanding worldwide
- More than half of women are employed in 33 of 45 countries surveyed
- Women are slowly gaining control over their lives with a say in household decision-making

Spanning four continents, this report was among the most extensive recent assessments of women's status.

In a growing partnership with USAID, ICF has implemented the DHS program for over **30** years—assisting with more than **300** surveys in **90+** countries.

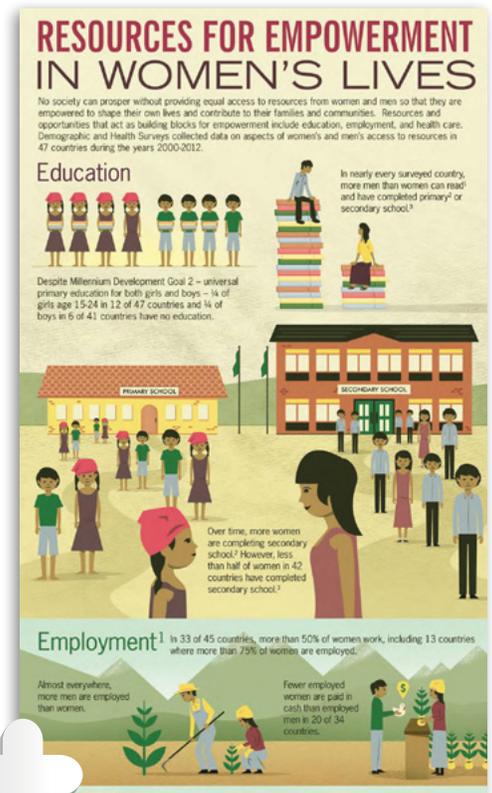
Tracking the progress of health initiatives in the developing world is essential to curbing serious global health crises. ICF proudly supports the Demographic and Health Surveys (DHS) Program, funded by the U.S. Agency for International Development (USAID), in its efforts not only to monitor such progress, but also to make monitoring more accurate.

DHS data empower the leaders of developing countries to improve the health of their citizens with informed policies, decisions, and resource allocation. To ensure these surveys have their desired effect, ICF provides vital technical assistance in design, implementation, and analysis.

We enhance survey execution—and thereby data accuracy—by recommending and implementing the most effective technology solutions. In recent years, our team helped convert several surveys to computer-assisted personal interviews and developed a mobile app so policy makers on the go can access and rapidly upload indicator data even without an Internet connection.

ICF also actively supports USAID's important work with women's empowerment and gender issues.

Over the last decade, we have used DHS data to document these issues around the world. In 2014, ICF transformed findings from 95 surveys in 47 countries into a report that put key data at the fingertips of in-country policy makers and USAID leadership. We also developed engaging infographics and a video to share the findings in an accessible and visually compelling way.





## Engaged for Change

Changing ingrained attitudes and old habits are tall orders. The right message, delivered the right way, makes all the difference. That's why the European Commission turned to the engagement experts at [ICF Mostra](#), our Brussels-based strategic communications team, for two important projects.

Reform was coming to one of Europe's oldest and most controversial policies—the [Common Agricultural Policy \(CAP\)](#). Knowing we had to act fast on a campaign to raise awareness and shape opinion, we went straight to the people. A strong theme of the importance of trust emerged

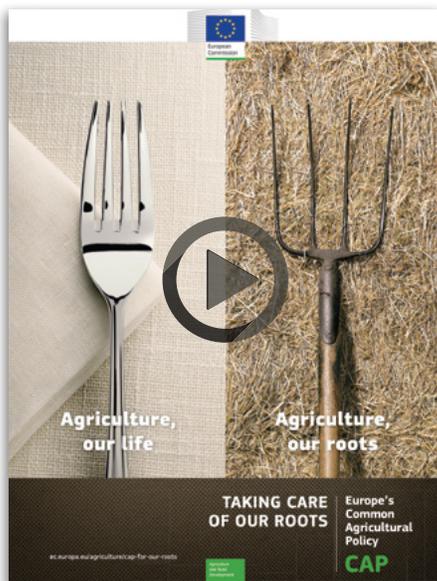
from interviews in 12 countries. Our campaign had to restore trust among those who had lost touch with Europe's agricultural roots and the many farmers who didn't appreciate the European Union.

In just weeks, we produced a website, videos, posters, brochures, and a TV ad that promoted the reformed CAP as the essential link to protecting the future of Europe's farming and rural life as well as agricultural production.

In a second project, we focused on recycling. While recycling sparks much

less controversy, inspiring people to do it more often is still a hefty challenge. To reach our target 25- to 40-year-old crowd, we revitalized an existing campaign with [The Awakeners](#)—animated characters who invite the public to join their quest to change consumption habits.

So far, eyes are wide open to our messages. The flagship Awakeners video has generated 8 million views; the website (in 24 languages) has over 1,000,000 visitors, and the Facebook page gained more than 40,000 fans in just eight months.





**Who we are.**

# Growing Together

**ICF International provides professional services and technology solutions that deliver beneficial impact in areas critical to the world's future.**

This brief mission statement speaks volumes about our work—and about the professionals who perform it with unwavering passion every day.

Operating out of more than 70 offices worldwide, ICF's award-winning team is now over 5,000 people strong. Though diverse in backgrounds and experiences, we share common values and a core set of beliefs, including:

- Honesty, integrity, and mutual respect
- Client-driven focus
- Excellence derived from intellectual rigor, creativity, and practical experience

These beliefs originated during our earliest days as a small venture capital firm. They have evolved over the past 45 years as we have grown to deliver innovative solutions

for clients ranging from government agencies to Fortune 100 companies.

Evolution remains a theme at ICF. In an ever-changing world without boundaries, our people consistently anticipate and meet new challenges for a growing list of clients. Our expanding capabilities in digital engagement, for example, are proving essential across all of our key markets: government, health, energy, environment, and transportation.

We have shaped a culture here that rewards performance and supports career growth. This culture, combined with competitive compensation and challenging assignments, attracts the foremost experts to join and stay with ICF.

## Trusted Advisors

**Repeat and new clients come to ICF knowing they will benefit from objective expertise based on relevant industry experience. They value our insights and appreciate our stability—and for good reason: 35 percent of full-time consulting staff hold post-graduate degrees, and our senior staff stay with us, on average, for 13 years.**



[Visit ICF's careers page](#)

**What we've won.**



## Marks of Distinction

**We set high expectations for our work, and we regularly meet or exceed them. Our clients notice this—as do expert observers across industries.**

ICF was proud to receive numerous distinguished honors recognizing our efforts in 2014 and early 2015, including:

- 2015 Telly Awards (2 Silver, 5 Bronze)
- 2015 American Council for Technology-Industry Advisory Council (ACT-IAC) Igniting Innovation Award (Finalist)
- 2014 Climate Change Business Journal® Business Achievement Awards
- 2014 Best Advisory Consultancy Award in Voluntary Carbon Market Survey
- 2014 MarCom Awards (5 total)
- 2014 Communicator Awards (6 awards of Excellence, 33 awards of Distinction)
- 2014 Hermes Awards (13 Platinum, 12 Gold, 11 Honorable Mentions)
- 2014 Telly Awards (1 Silver, 3 Bronze)
- 2014 PR News Platinum Award
- 2014 Cannes Corporate Media & TV Awards (1 Gold and 4 Silver)
- 2014 Deauville Green Award
- 2014 North America Adobe Marketing Cloud Partner of the Year

Olson garnered more than 60 awards in 2014 alone for helping clients “Revolutionize Engagement” with their customers. Olson’s award-winning work includes brand and digital services, CRM and loyalty, public relations, and social media for a diverse set of clients ranging from Belize Tourism to the Minnesota State Lottery to Oscar Mayer, Skittles, and Trulia. In 2015, Olson has earned more than 30 awards—and counting.

And through our continued growth, we earned our place among the titans of our industry:

- Top 15 of Honomichl 50
- Top 100 Government IT Contractors
- 2015 PR Week Agency Ranking—14th largest public relations agency in the U.S.

[Visit ICF’s awards and recognition page](#)

**Where we are.**

# ICF's Global Offices



Not all offices are represented on this map. Please refer to page 28 for the complete list of all ICF offices.

## CORPORATE HEADQUARTERS

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Fairfax, Virginia

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## THE AMERICAS

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Albany, New York  
 Ann Arbor, Michigan  
 Atlanta, Georgia  
 Austin, Texas  
 Bellingham, Washington  
 Burlington, Vermont  
 Calgary, Alberta  
 Cambridge, Massachusetts  
 Cayce, South Carolina  
 Charleston, South Carolina  
 Charleston, West Virginia  
 Chicago, Illinois (2 locations)  
 Columbia, Maryland  
 Columbus, Ohio  
 Dallas, Texas  
 Denver, Colorado (2 locations)  
 Detroit, Michigan  
 Durham, North Carolina  
 Fairfax, Virginia  
 Gillette, Wyoming  
 Houston, Texas  
 Irvine, California  
 Jackson, Michigan  
 Leavenworth, Kansas  
 Little Rock, Arkansas  
 Los Angeles, California (2 locations)  
 Martinsville, Virginia  
 Middletown, Pennsylvania  
 Minneapolis, Minnesota  
 New York, New York (3 locations)

Ottawa, Ontario  
 Philadelphia, Pennsylvania  
 Portland, Oregon  
 Providence, Rhode Island  
 Redding, California  
 Redlands, California  
 Regina, Saskatchewan  
 Richmond, Virginia  
 Riverside, California  
 Rockville, Maryland  
 Sacramento, California  
 San Diego, California  
 San Francisco, California  
 San Jose, California  
 San Rafael, California  
 Seattle, Washington  
 St. Louis, Missouri  
 Toronto, Ontario (2 locations)  
 Tulsa, Oklahoma  
 Tysons Corner, Virginia  
 Washington, DC

## EUROPE

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

## ASIA + THE PACIFIC

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

## AFRICA + THE MIDDLE EAST

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Bamako, Mali  
 Nairobi, Kenya

## ABOUT ICF

ICF (NASDAQ:ICFI) is a global consulting and technology services provider with more than 5,000 professionals focused on making big things possible for our clients. We are business analysts, policy specialists, technologists, researchers, digital strategists, social scientists and creatives. Since 1969, government and commercial clients have worked with ICF to overcome their toughest challenges on issues that matter profoundly to their success. Come engage with us at [icf.com](http://icf.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 [icf.com/who-we-are/about/corporate-responsibility](http://icf.com/who-we-are/about/corporate-responsibility).



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