



# Housing and Community Development



ICF International has been a national leader in housing and community development consulting for more than a decade. We work nationwide with a range of public and private organizations taking action to make affordable housing available in low-income communities and to promote equitable economic development. Our clients include government agencies at the federal, state, and local levels, tribes, public housing agencies, foundations and nonprofit organizations, lending institutions, trade associations, and private enterprises nationwide. To each, ICF offers a thorough yet practical understanding of public programs and their intersection with private project lending and the secondary market.

ICF's Housing and Community Development team has 90 professionals based in offices nationwide. Advanced degrees are in economics, urban planning, public policy and public administration, organizational development, or other related disciplines.

## Our Business: Supporting Communities, Building Futures

*"At ICF International, we envision vibrant and prosperous inner cities, affordable housing wherever employment opportunities grow, economies that flourish without degrading quality of life, and new bridges over persistent socioeconomic disparities.*

*Our job, as economic and community development professionals, is to apply our knowledge, skill, and experience to turn the vision into reality."*

—Anita Rechler  
Executive Vice President

## Our Services

### Technical Assistance.

Our consultants work one-on-one with grantees under programs such as Community Development Block Grants and HOME. Our aim is to build efficient and results-oriented community development and housing programs. We help design and overhaul programs, improve management systems, plan projects, and develop public information materials. Much of our technical assistance is provided under contract to federal agencies (in particular, the U.S. Department of Housing and Urban Development); we also work directly for state and local agencies.

### Training Design and Delivery.

Constantly changing regulations, policies, and market trends present special challenges to any program, and training is increasingly seen as a wise response. ICF combines subject matter knowledge with curriculum-development expertise to design effective training for program managers, staff, and beneficiaries. Our trainers are experts in both the substance of their courses and in communication techniques. We also develop Web- or CD-ROM-based distance training and education. Recent training has addressed low-income housing tax credits, the new lead-based paint rules, and the management of construction programs.

### Program Management and Implementation.

When charged to develop and manage multifaceted, resource-intensive programs, our clients turn to ICF for counsel and support. We advise on strategic planning; program finance and budgeting; staff capacity-building; organizational development; and administration. We develop the guidance, documentation, and communications materials necessary to reach all program personnel. ICF performs program functions on an outsourced basis. Additionally, we plan and manage major conferences.

### Policy Development, Research, and Evaluation.

ICF conducts quantitative and qualitative research to support policy development and program evaluation. Our clients rely on our research and analysis to benchmark where they are and decide where they want to go. We are skilled in data-gathering techniques ranging from large-scale surveys to focus groups and interviews. ICF has particular expertise in database development and data analysis to translate raw data into meaningful performance indicators.

## Sample Projects

**Charleston's Affordable Housing Initiative.** Eager to provide relief for city residents unable to cope with rapidly escalating housing costs—an unwanted side-effect of gentrification—Charleston, South Carolina, tried twice, without success, to obtain special HUD "Homeownership Zone" status for a large part of its downtown area. Searching for an alternative solution, Charleston engaged ICF to help create up to 200 affordable for-sale housing units in dilapidated neighborhoods. Over a two-year period, we conducted housing market analyses and provided technical assistance on housing finance, program design, and acquisition and recapture regulations. Then we worked out acquisition procedures and an implementation plan. The initial outcome, approved by the City Council, was the acquisition of nearly 100 properties for development and the commitment of millions of public and private funds.

**Economic Development Toolbox.** A comprehensive training course on economic development in lower-income communities, the Economic Development Toolbox explains how to use Community Development Block Grants and the Section 108 Loan Guarantee Program. Topics addressed include community-based lending, small business development, job training and other employment services, and financial assistance to commercial enterprises. ICF designed and developed the course and has delivered it coast-to-coast for years.

**Streamlining Rural Housing Loan Programs.** ICF assisted the U.S. Department of Agriculture's Rural Housing Service to streamline regulations and administrative procedures for its single- and multi-family housing loan programs. We did the same for the USDA's Farm Service Agency's guaranteed and direct loan programs to farmers for farm ownership and operation.

**HOME Roll-Out Training.** To roll out its HOME program under the National Affordable Housing Act, HUD selected ICF to train participating jurisdictions on the program's rules, requirements, and opportunities. We have since delivered more than 100 sessions on the HOME program, including sessions specifically on tenant-based rental assistance programs, asset and property management, rehabilitation, construction management, and community housing development organizations (CHDOs). We have trained managers and staff in state and local agencies and nonprofit organizations. The dozens of training manuals we produced are used nation-wide long after training is completed. ICF HOME training makes use of Web-based distance learning tools.

**Revitalizing a Deteriorated Retail Center.** Low-income neighborhoods need commercially viable retail shops and services in order to thrive. The City of Chesapeake, Virginia, set out to revitalize a deteriorated shopping center serving a large low-income neighborhood, turning to ICF for help. We pulled together a technical assistance team that assessed market potential, financing, land use, and site planning. The redevelopment plan and financing strategy we designed gave city officials the tools needed to attract private developers and negotiate commercial terms for the center.

**HUD USER Clearinghouse.** The primary national information source for housing and community development researchers and practitioners is HUD USER, the clearinghouse service sponsored by HUD's Office of Policy Development and Research. ICF now develops and maintains the Web site, publications, listservs, data sets, and bibliographic database—backed by a call center—through which HUD USER makes comprehensive information available on subjects ranging from economic development to building technology to urban planning. We are partnering in this work with an 8(a) minority-owned small business.

**American Housing Survey Analysis.** An ICF specialty is analysis of American Housing Survey (AHS) data—data upon which many housing and community development professionals depend. Our applications of these data have been innovative. For example, we have used AHS data to study the relationship between energy efficiency and home values. We have also been using these data to estimate the numbers and characteristics of house-holds at risk for lead-based paint poisoning. With HUD and the Census Bureau, ICF worked to assure the quality of the 1997, 1999, and 2001 AHS data, and in 2002, we completed a new AHS codebook.

**Are you a small business?  
8(a)? SDB? M/WOB?**

*Let us hear from you.  
ICF International is always looking for  
new opportunities to collaborate.*

## About ICF International

ICF International (NASDAQ: ICFI) partners with government and commercial clients to deliver consulting services and technology solutions in the energy, climate change, environment, transportation, social programs, health, defense, and emergency management markets. The firm combines passion for its work with industry expertise and innovative analytics to produce compelling results throughout the entire program life cycle, from analysis and design through implementation and improvement. Since 1969, ICF has been serving government at all levels, major corporations, and multilateral institutions. More than 3,000 employees serve these clients worldwide. ICF's Web site is [www.icfi.com](http://www.icfi.com).

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