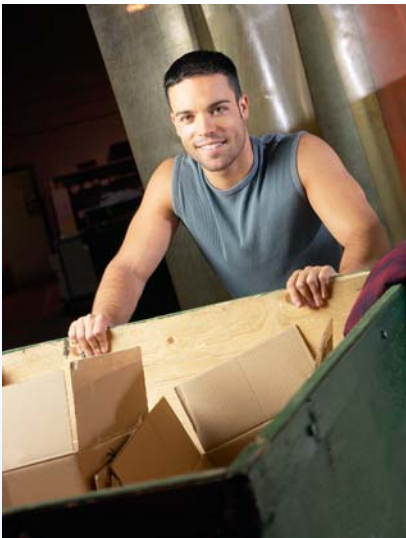




Workforce Development and Support Services

ICF International provides a full range of services to support federal, regional, state, and local workforce development initiatives, including assessing needs and recommending policy and action plans for new initiatives, facilitating the creation of partnerships among industry and workforce professionals to better align economic and workforce development goals, serving a direct role in grant implementation and monitoring, providing technical assistance to a national network of grantees, and evaluating programs. ICF has more than three decades of experience as a leading management, technology, and policy consulting firm working across all areas of government as well as the private sector to create lasting and sustainable solutions.

Enhancing this substantive expertise is our experience working with multiple Department of Labor (DOL) agencies, including the Division of Federal Employees' Compensation (DFEC), the Division of Coal Mine Workers' Compensation, the Division of Energy Employees Occupational Illness Compensation (DEEOIC), Occupational Safety and Health Administration, Mine Safety and Health Administration, and multiple agencies within the Employment and Training Administration. The breadth and depth of this work give ICF a deep understanding of these agencies and their operating environments, pressures, and strengths to inform our continuing and future work with DOL.



Providing a Full Range of Services to Support Workers and Workforce Systems

Facilitating Community and Economic Development

Finding Innovative Methods to Obtain, Train, and Maintain Qualified Workers

Contract Vehicles

ICF currently has two contract vehicles with DOL. Our Blanket Purchase Agreement (BPA) for Program Evaluation (**DOLQ049601216**), issued through DOL's Center for Program Planning and Results (CPPR), extends to 2009 and is available to all DOL agencies. The overall objective of the Program Evaluation BPA is to enhance program performance by identifying needs and developing innovative solutions to improve efficiency and effectiveness. Agencies may access services under this vehicle through CPPR, including the option to issue non-competitive awards for task orders under \$300,000.

ICF also holds an Indefinite Delivery, Indefinite Quantity (IDIQ) contract (**DOLJ061A20377**) with the Employment and Training Administration as a subcontractor to Public Policy Associates. This contract extends through 2011 to provide general support for programs authorized under the Workforce Investment Act of 1998, Wagner-Peyser Act, Social Security Act, Fitzgerald Act, Trade Act, Older Americans Act, McKinney Act, and other federal training and employment programs. Under this contract, ICF will provide logistical meeting and conference support, short-term research and evaluation projects, statistical and analytical support, technical assistance and training, and quick-turnaround surveys.

Under the BPA and IDIQ, ICF provides a range of services, including:

- Performance measurement and effectiveness studies
- Budget and performance integration
- Impact and process evaluations
- Cost-benefit analyses
- Regulatory development, support, and economic analyses
- Program management
- Training and technical assistance
- Customer satisfaction surveys
- Program evaluations
- Impact and outcome evaluation studies
- Manpower and staffing needs analyses
- Worker education and training
- Worker health and safety issues
- Workforce skill assessment
- Business process improvement
- Program and strategic planning
- Marketing and strategic communications

Passion. Expertise. Results.

Featured Solutions

Economic Development

ICF is recognized as one of the nation's leaders in regional economic competitiveness analyses. Our staff has led the field of regional cluster-based economic development with more than 25 years of experience in providing regional competitiveness strategy as well as individual industry strategy, workforce strategy, innovation strategy, and assistance in the development of leadership mechanisms and partnership structures to facilitate implementation. ICF has worked in over 40 regions worldwide and has developed a proven, four-phase, user-driven, market-based collaborative framework based on economic, environmental, and equitable sustainable prosperity. All our state and regional economic strategy projects include a systematic analysis of cluster-by-cluster labor market needs, alignment with workforce providers, and collaborative solutions, such as cluster-specific and cross-cluster skills pipeline partnerships. Our work in cluster competitive assessment emphasizes economic foundation analysis, including occupational analysis and calls for strategic collaboration among cluster stakeholders (producers, suppliers, and providers, such as community colleges and workforce partnerships) to define solutions.

- **Alamo WorkSource Cluster Skills Analysis and Strategy.** Alamo WorkSource is the regional workforce development coordinator in the greater San Antonio, Texas, area. The region has a legacy of low educational attainment, and its workforce is highly concentrated in low-paying occupations. In 2005, ICF was asked to identify sources of growing high-skill jobs to help Alamo WorkSource set funding priorities and make a more strategic contribution to economic development. ICF examined the prevalence of high-skill industries across the 12-county region, and how their growth was tied to the competitiveness of six industry clusters that formed the economic base of the region. ICF conducted a competitiveness analysis of the six clusters, examining their competitive performance against competing clusters in peer regions. Companies in the cluster surveyed about why they located in the region, skill shortages, relationships with and satisfaction with local educational institutions, recruiting methods, and the level of basic skills in the workforce. The project culminated in a series of focus groups with private sector executives, association leaders, economic development officials, and educators, who were challenged to develop a workforce development agenda for each cluster.
- **Workforce Development and Economic Development Strategic Planning Initiative.** Under a DOL grant, ICF assisted Union County, New Jersey, in the development of a strategic plan to integrate the plans and activities of its workforce development and economic development efforts. As part of the process, Union County hosted a summit of more than 300 workforce development and economic development professionals for a two-day conference titled, *A Tale of Two Systems*, to examine how the two professions could better coordinate efforts and work collaboratively. ICF developed and facilitated the summit and created interactive case studies that highlighted both the problems and the opportunities associated with better collaboration between these two groups. The conference generated a report and recommendations that guided the county in developing a strategy for these groups to work in concert to foster economic development and increased employment.

Worker Support and Asset Building

Individual and community asset building is the process of identifying and accessing a wide variety of stakeholders and resources in order to develop, engage, and support workers with the broader goal of supporting organizational/industrial, community, and economic prosperity. Workers typically are classified into the following major categories:

Emerging	New or returning after a long absence to the labor market, usually with few job-ready skills
Incumbent	Actively engaged in the labor market but in need of skill upgrades to move to another occupation or industry
Displaced	Returning to the labor market after being laid off or losing employment due to a natural or other disaster

Within these categories, there are countless populations and subpopulations that often require a full range of assessment, education, training, placement, and retention services in order to engage or reengage in the economy. These populations, including at-risk youth, one-parent households, individuals with substance abuse issues or other barriers to self-sufficiency, and persons with disabilities, often intersect with numerous other entities in the community. This intersection is why workforce development is an integral spoke on the wheel of *community* development. In a broader sense, workforce development cross cuts numerous systems and stakeholders, from social services providers, Temporary Assistance for Needy Families and food stamp offices, housing assistance programs, and regional and local economic development councils, to federal Workforce Investment Boards and one-stop career centers, private employers, nonprofit training providers, and educational institutions.

- **Assets for Independence (AFI) Comprehensive Support Initiative Technical Assistance Center.** AFI is one strategy employed by the Office of Community Services at the U.S. Department of Health and Human Services to foster economic self-sufficiency through the development of real assets. AFI programs provide matched savings accounts, Individual Development Accounts, and offer training and support services to clients, including case management, financial literacy training, credit counseling, and employment services that promote long-term economic opportunities. In addition to training and technical assistance provided from the center, ICF will conduct multi-day on-site engagements with appropriate follow-up support and process additional training and technical assistance requests that may result from the on-site engagements. ICF will develop training curricula and facilitate peer-to-peer training and technical assistance events, such as workshops and Web-based trainings.
- **Evaluation of the Maine Lifelong Learning Account (LiLA) Demonstration.** Under subcontract to Public Policy Associates, ICF currently provides research and evaluation services to support the evaluation of Maine's LiLA program, administered by DOL's Employment and Training Administration. ICF staff has assisted in the development of research methodology and protocols and has participated in site visits and report writing.
- **Missing Link Workforce Development Project, Texas Workforce Commission (TWC [12]).** The mission of the Labor Market and Career Information unit within TWC's External Relations Division is to improve the way Texans make career and education decisions by providing useful and reliable information about careers, educational training options, and jobs. The goal of the Missing Link Project is to enhance the connections between Texas community college (CC) technical programs and workforce skills by verifying and adjusting a set of preliminary linkages between the activities performed in occupations and CC technical program Classification of Instructional Programs (CIP) codes. Then, in order to develop a more complete understanding of these linkages, analysts and subject matter experts will identify the links between individual CC technical courses within these CIP programs and these same work activities. Results will provide detailed documentation concerning the ways in which Texas CC technical programs prepare students for the technical workforce and any gaps in their current preparation. Currently ICD is creating a comprehensive, user-friendly database of valid, reliable links between the O*NET detailed work activities and the programs of study offered in Texas CC technical programs as well as the courses listed in the Workforce Education Course Manual. ICF analysts are reviewing over 400 technical programs and linking the courses contained in those programs to thousands of job activities.

Adult Education and Training

With federal social service and workforce training program mandates and funding earmarks now pushing toward universal engagement and work participation for all Americans, completing basic adult education is more critical than ever. Workforce investment stakeholders, from DOL's Employment and Training Administration to the smallest local employer, understand the need for basic job readiness skills and recognize how literacy attainment and basic job training directly relate to their goals and objectives. As grant operator, evaluator, and technical assistance provider, ICF supports traditional occupational training programs and other employment services delivered via one-stops and/or employer, education, and community partners. To ensure a continuum of services within the workforce investment system and at key intersections with related entities, ICF's comprehensive services within the adult education and training field support the American worker by helping numerous agencies advance the employment stability and upward mobility of workers nationwide.

- **Louisiana Recovery Workforce Training Program.** ICF was engaged by the Acadiana Regional Development District, a grantee under the Louisiana Workforce Commission, Louisiana Recovery Authority, and the Louisiana Office of Community Development's Recovery Workforce Training Program, to provide professional services for the implementation and performance monitoring of the grant program. The program has three main activities: (1) conducting outreach and recruitment activities by developing messaging and marketing materials, conducting outreach events, developing a supportive services plan, and interfacing with social service providers; (2) conducting skills assessments and labor market analysis by profiling occupations and analyzing labor market data in targeted sectors, assessing skills and determining training paths of participants, and interfacing with employers on labor needs; and (3) conducting performance measurement activities by developing an MIS, running quarterly reports on performance indicators, writing annual reports, and developing and implementing participant retention plans.
- **Support for Adult Literacy Services and Assessment.** The U.S. Department of Education, Office of Vocational and Adult Education (OVAE) has embarked on an initiative to increase the capacity of faith- and community-based organizations (FCBO) that deliver adult literacy services, particularly FCBOs that do not receive federal funds and have limited access to technical support. Working collaboratively with OVAE and FCBO experts, ICF (under subcontract to MPR Associates, Inc.) is leading this effort. The initiative emphasizes supporting the efforts of local programs to satisfy important instructional, educational, and assessment needs in adult literacy programs. In particular, the initiative will produce an electronic toolkit for adult literacy program instructors and administrators. The online toolkit will identify high-quality assessment training materials available to FCBOs. It will provide easy-to-understand guidance on important service delivery issues, such as identification and selection of

appropriate curricula, good instructional delivery, and how to judge effectiveness of curricula and instruction through student assessment. The information will be designed, organized, and presented for self-directed learning without the aid or support of on-site trainers.

Workforce System Support – Labor Market Analysis, Job Profiling, and Organizational Development

Over the past 10 years, ICF staff has conducted several large-scale projects to evaluate worker support systems and identify the characteristics of successful workers and key strategies to support them. Our experience in this area ranges from multi-year investigations of the characteristics of leaders at all levels in the U.S. Army to evaluations of the nature of specific skills in other federal, state, and local agencies, as well as the private sector. Beyond identifying worker characteristics, ICF also has provided recommendations regarding worker education, training, assignment, career path management, self-development, and retention. Our professionals have significant expertise in designing and administering assessments, and have developed a wide range of tools from traditional knowledge and skill tests and measures of experience to multi-rater assessments of performance. ICF also has considerable knowledge of workers' compensation system operations and worker needs as well as extensive experience collecting, analyzing, and reporting benchmarking data for diverse organizations.

- **Job Competency Analyses for Internal Revenue Service (IRS) Research Employees.** In response to a reorganization, the IRS asked ICF to evaluate whether the capabilities of research employees aligned with current and future job requirements. ICF identified gaps in competency and performance and used the findings to create a competency-based learning plan (CBLP) process to support the organization's professional development needs. Each CBLP aligns the competencies for a job category with the gaps identified, suggests courses to close the gaps, and provides options for training. The CBLP process allows managers to develop flexible, targeted training plans for each employee and to have the information necessary to make strategic decisions about learning needs. The CBLP process is being incorporated into the IRS Individual Development Plan process.
- **O*NET User's Guide.** For the National Occupational Network (ONET or O*NET) Consortium under DOL, ICF developed the O*NET Work Importance Profiler (WIP) User's Guide. The WIP is a computerized assessment instrument designed to help users discover the work values most important to them in their ideal job. The WIP also produces a list of potential jobs from the O*NET database that relate to the user's most important work values and can aid the user in exploring jobs for a career. The user's guide was written for career and high school counselors who will learn to use the software and instruct their clients on completing the WIP.
- **DOL DEEOIC Evaluation.** ICF conducted a process and impact study of DEEOIC's cancer claims component to support ongoing internal programmatic improvements and Performance Assessment Rating Tool evaluation. ICF examined DEEOIC's cancer claims adjudication process with a focus on major process milestones, outputs, timeliness, structural organization, and program format. Analysis focused on outcomes, including acceptances, denials, medical benefits, compensation levels, and the results of benefit payments as indicated by existing statistics. ICF also researched similar workers' compensation programs, including details on their processes and outcomes, and compared these programs to those of DEEOIC.

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.

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