



# Enhanced Performance through Program Evaluation

“The process of disciplined evaluation permeates all areas of thought and practice... Without such a process, there is no way to distinguish the worthwhile from the worthless.”

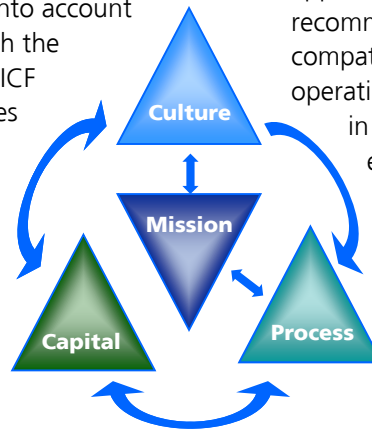
— Michael Scriven, *Evaluation Thesaurus*

Government agencies are facing increasing pressure from Congress and stakeholders to improve organizational performance, demonstrate measurable program results, and meet evolving customer expectations. Rigorous and impartial program evaluation can help managers respond to these challenges by identifying program strengths and weaknesses, verifying customer needs, and identifying opportunities for strategic leveraging and other program enhancements. ICF International combines a deep understanding of government organizational mission, culture, and processes with a proven program evaluation methodology and a set of evaluation tools.

## Approach

To fully understand and evaluate a program and its components, it is important to take into account the context in which the program operates. ICF collects and analyzes detailed information from internal and external stakeholders on four interrelated dimensions of an organization that are critical to its effectiveness and sustainability—mission, culture, business processes, and capital infrastructure. Based on the results of our analysis, we specify what needs to be evaluated, select the best measurement tools, customize the tools to the organization’s needs, pilot the tools, and execute the full evaluation. Our findings then serve as the basis for organizational

improvements. Our customized approach ensures that our recommendations are practical and compatible with the organization’s operating environment and will result in enhanced program effectiveness.



*ICF International's Organizational Model*

## Program Evaluation Services

ICF provides the full complement of program evaluation services, including organizational assessments; customer needs assessments, customer satisfaction surveys, and performance evaluations. For these projects, we employ a variety of tools, techniques, and processes including quantitative and qualitative statistical analysis, surveys, cost benefit analysis, focus groups, modeling, and computer-based decision making tools.

## Featured Solutions

### **EPA's Office of Sustainable Ecosystems and Communities.**

ICF conducted a program evaluation of EPA's involvement in community-based environmental protection efforts in South Florida. EPA's challenge was to successfully transition from a role of regulator and enforcement to a role of collaborator working with partners on complex and often ambiguous issues. Using the results from our focus groups and interviews of stakeholders, we developed practical recommendations for changes in behaviors enabling EPA to respond more effectively when working at the local community level. Our recommendations, which included techniques for improved project communications, local capacity building, and partnership building, were transferable to other place-based, multidisciplinary, and community-based EPA projects.

### **HUD's Housing Opportunities for Persons with AIDS Program.**

Five years after implementing this program, HUD asked ICF to conduct a review of the program to document fund usage, determine if the program was serving customer needs, specify program benefits, and identify leveraging opportunities with other supportive service programs. ICF analyzed five years of program information, conducted extensive mail surveys with housing assistance providers, interviewed program clients, and visited six different communities. ICF then developed recommendations to better target the program and leverage its resources with other assistance programs to increase the number of recipients.

### **Evaluation of the Black Lung Program, US Department of Labor, Center for Program Planning and Results (CPPR).**

ICF International conducted a program evaluation of the DOL Black Lung Program, administered by the Division of Coal Mine Workers' Compensation (DCMWC), which provides important financial and medical benefits to former coal miners who have been disabled by pneumoconiosis – black lung disease, a devastating illness caused by prolonged inhalation of coal mine dust. The purpose of the evaluation was to identify performance measures for the Black Lung program,

assess the program's efficiency and effectiveness against those measures, and identify areas for improvement. ICF's efforts helped to improve services provided by the Black Lung program to coal miners and other program beneficiaries (i.e., survivors and dependents), and helped DOL improve its Office of Management and Budget PART assessments.

**Rural Housing Service Lending Program.** ICF evaluated the Rural Housing Service's Multifamily Guaranteed Lending Demonstration Program to determine if the program was reaching its target audience, and how additional areas could be reached by leveraging the program with other funding mechanisms. In addition to examining the records of loans already made and interviewing stakeholders, ICF modeled different financial scenarios and applied them to Census data on rural areas to recommend ways for increasing the effectiveness of the program. Our findings were used to develop new regulations and handbooks to better target the lending program.

#### ICF International's Contract Vehicles

- Office of Personnel Management Training and Management Assistance Services #OPM-020700030 (Human Resources), 020700006 (Training)
- GSA Management, Organizational, and Business Improvement Services (MOBIS) #GS-23F-8182H
- GSA General Purpose Commercial Information Technology Equipment Services #GS-35F-4121D
- GSA Marketing, Media, and Public Information Services #GS-23F-0115K
- GSA Environmental Services #GS-10F-0124J
- GSA Logistics Worldwide (LogWorld) #GS-10F-0578N
- GSA Professional Engineering Services (PES) #GS-23F-0016P

## 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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