

# Ms. Mary Carlson Foley

---

PO Box 3  
Somerset, Virginia 22972  
<http://www.intrvue.com//site/915.879.927/Foley>

(540)832-3909  
MFoley@CarlsonFoley.com

## Summary

---

Twenty-five years of environmental business development experience with proven success marketing environmental services to both government and private entities. Recognized ability to

- identify and qualify new prospects
- create successful "asks" by connecting changes in environmental regulatory or legal drivers with the specific interests of individual donors
- develop donor relationships that yield repeat, and larger, grants over time
- manage large pursuits involving multiple client offices across multiple states.

Nonprofit fundraising track record includes winning grants from corporate and private foundations, community foundations, and federal/state entities. Commercial business development career of winning environmental services contracts with federal clients including DOD, DOE, EPA, USDA, DOI, DOT, GSA & DOC. Private industry marketing experience includes work in the pharmaceutical, oil, and petrochemical industries as well as work with environmental engineering firms. Federal government experience includes billable services through contracts with EPA, GSA, and DOD.

Nonprofit fundraising experience includes grant writing, publicity, social media and direct mail campaigns. Commercial business development experience include sales, pursuit management, capture strategy innovation, grant writing and review, presentation coaching, communications, publicity, social media content management and sales training. Services provided directly for federal clients include brownfields facilitation and training and environmentally preferred product identification system development.

Member: Association of Fundraising Professionals

## Keywords

---

- |  |   |                                |   |
|--|---|--------------------------------|---|
| • Federal Business Development   | • GSA Schedule Acquisition and Optimization | • Federal Pursuit Management   | • Proposal process management including pink and red team reviews   |
| • Federal Agency opportunity identification  | • Presentation Coaching                     | • Proposal writing             | • Small Business Subcontracting Plan Development and Implementation |
| • Assessing private industry opportunities driven by changes in federal environmental laws and regulations | • Facilitation                              | • Community Outreach/Publicity | • Technical Writing, Copywriting, Feature Writing                   |

- Sales
- Social Media Strategy and Content Development
- Federal Utility Privatization
- Federal Market Strategy Development
- Fundraising/Grant Writing
- Service for Government Clients
- Client Relationship Development
- Developing sole source opportunities

## Experience

Carlson Foley Enterprises, LLC  
Somerset, VA

SEPTEMBER 1997 TO PRESENT

### *Managing Director*

Founded Carlson Foley Enterprises to provide federal business development consulting expertise backed by environmental credentials to clients in environmental, engineering and energy industries. The firm also serves multiple nonprofit clients. The Company offers regulatory and market development expertise with emphasis on expanding client federal market penetration and accurately assessing the impacts of changing federal laws and regulations that drive federal, and private industry, business opportunities for environmental consulting firms.

The Company has held contracts with EPA, DOD and GSA (MOBIS) and provides environmental program support, stakeholder communications, facilitation and small business outsourcing assistance.

The firm changed its name from Leverage Enterprises, LLC in 2005.

- Won over forty grants for nonprofit organizations with a win-rate of over 90%. Identified targets using The Foundation Center databases, GuideStar and personal contacts. Services included opportunity identification, relationship building, proposal writing, coordinating letters of support, developing financial projections and project budgets. Training and experience in Combined State Campaign (2015) and crowdfunding (Give Local Piedmont 2015). Donors included corporate and private foundations, quasi-governmental foundations, local and county governments, and federal government. The majority of donors have made multiple awards.
- Led the capital campaign to raise \$500,000 for a new nonprofit organization wishing to open a new dental safety net clinic in the Piedmont region of Virginia. Challenge was great because the nonprofit was new and had no track record and the project did not yet exist. Campaign successfully met its goal in six months with a 99% win rate for grants.
- Identified the Charlottesville Area Community Foundation and BamaWorks Fund of the Dave Matthews Band as important targets for the initial capital campaign for a new dental safety net clinic (Piedmont Regional Dental Clinic (PRDC)). Met with CACF staff and coordinated with the PRDC Board of Directors to ensure multiple Board members and the Executive Director had good face time with CACF decision makers. Coordinated visits to the building in Orange that PRDC wished to turn into a dental clinic. I wrote the grants and coordinated with the Board of Directors to develop and present financial projections.  
Proposals to both CACF and BamaWorks were successful despite being new (expensive) project for a new organization. The ask was for money for equipment and supplies at the maximum amount allowed by the grantors that cycle. Both entities awarded PRDC *double* the amount requested. Both entities have since donated subsequent funds and continue their support for the organization.
- Created an annual direct mail campaign for an animal rescue organization. Campaign raises approximately \$30,000 annual with an average donation of just \$50. Mailing goes to 6000 households in US and Canada. The mail campaign is now in its 18th year and is the largest fundraising activity of the nonprofit organization (Aussie Rescue and Placement Helpline). Services include design and writing the mail piece, coordinating review and list management with organization volunteers and interfacing with the fulfillment house.

- Facilitated the EPA Brownfields Assessment and Cleanup grant award panel process in 2003. Two teams of approximately twenty EPA staff representing all ten EPA regions met in San Francisco and Philadelphia to review several hundred grant requests prioritize them, discuss every application to generate feedback for the applicant, and discuss in detail the short-listed applications in order to develop rankings and evaluation information for final awards by the EPA Administrator. My responsibilities were to facilitate these multi-day meetings, keep the panels on schedule, insure all participants had the opportunity to make their opinions known and placed on the record as the panels tried to reach consensus, insure that all participants adhered to the rules governing the award process such as a prohibition on contributing information relevant to the request but not included in the written submittal, and ensuring that discussion of each application was limited to evaluation criteria. The process successfully awarded over \$70 million in grants to communities in 38 states, five tribal nations and two US territories.
- Facilitated the 2002 and 2003 EPA OSWER innovation grant evaluation panels
- Provided proposal support to a client whose project manager was unavoidably unavailable to assist in a major proposal re-bid effort. Leverage Enterprises analyzed the RFP and developed a compliant proposal outline, drafted the proposal, worked with technical staff to enable them to efficiently incorporate their input into the document and produced a document for production on schedule. Client was awarded this \$19.5M award without going through the short-list process.
- Provided presentation coaching for a client shortlisted on a USFS service procurement (Eastern Region). Client had predominantly western experience and had recently had a USFS contract terminated early for the convenience of the government. My job was to help win the procurement...and we did!
- Conducted a nationwide study of mid-sized water utilities to identify those most amenable to acquisition. Methodology used included analysis of all environmental notices of violation received by water utilities (several thousand listings), assessment of the degree of enforcement action taken by EPA or the states at each facility, and correlation with municipal bond ratings. Analysis showed a high degree of congruity between poor bond ratings and multiple environmental violations. Provisions in the SDWA allow for regulatory relief for utilities undertaking 'substantial management change' that might reasonably lead to improved operations. The study identified 25 water and 25 wastewater utilities among the several thousand facilities in the initial database for further consideration by the client.
- Won a GSA MOBIS contract for the firm and assisted other environmental firms with developing winning submittals for the GSA MAC 899 schedules. I wrote the technical volume and outsourced the financial volume to Aronson LLC. Won 100% of the GSA proposals submitted.
- Developed a strategic assessment of the market potential for future water and hazardous waste business opportunities in the Pacific Northwest. Study included particularly close assessment of DOD (Seattle, Portland and Walla Walla Corps as well as individual installations) and EPA programs in Washington, Oregon and Idaho though all federal agencies were examined. Study included budgets and budget trends, major programs, major contracts, contracting trends, competitors and acquisition forecasts. With this data the client was able to determine the manner in which it wished to pursue further penetration of this regional market.
- Provided DOD utility privatization/outsourcing assistance to a management consulting firm advising western US regulated and investor-owned water utilities. Multiple projects included evaluation of the DOD water utility privatization market, and assessment of groundwater arsenic contamination.
- Assisted an eastern regional engineering and transportation firm to increase its federal business in the areas of GIS, hazardous waste and water quality studies. Work focused on EPA and DOD clients as well teaming with strategic prime contractors and selected 8(a)'s.

- Provided on-going lead generation, market research and capture strategy development to a major hazardous waste prime contractor. Also provided orals coaching and proposal support as requested.
- Analyzed the Federal Acquisition Regulations and identified options for negotiating a sole-source DOD contract continuation after current contract expiration. Convinced NE Corps of Engineers that a one-year sole-source extension was appropriate though the base decline to continue working with the Corps.
- Provided merger & acquisition support to a company in the DOD outsourcing market.
- Researched and developed strategy for negotiating shared savings with the Corps of Engineers under a value engineering change proposal. Enabled client to receive shared payments based on the value of costs saved over four years, in excess of the Corps' typical one-year policy.
- Developed a marketing campaign designed to increase enrollment in the on-line Masters in Public Administration, Non-Profit Emphasis, at George Mason University. Work was underwritten by funding from a Kellogg grant. Included a focus on website design and developing strategic alliances with for-profit sponsors and non-profit end-users.
- Provided red team review and recovery support to a large environmental management firm bidding on a Tulsa District of the U.S. Army Corps of Engineers procurement. Work included red team review and recommendations on the draft proposal and working with proposal staff in the following days to draft text, revise graphics, clarify points with the client and finalize the proposal. Team was awarded the contract, their first ever at this AF base.
- Provided in-depth market analysis of federal privatization opportunities and participated in the evolution of the DOD privatization of utilities. Services included market research, lobbying, teaming and proposal support. Developed a database of all CONUS installations with water utilities, their designed capacities, POC's, privatization strategy and schedule. One of five industry representatives invited to participate in the DESC water/wastewater privatization forum in June 1998. Provided briefing to the Office of the Deputy Under Secretary for Industrial Affairs and Installations on the municipal market's water/wastewater privatization experience. Orchestrated teaming on A-76 and privatization opportunities. Introduced client to strategic partners. Spoke at the 1998 National SAME Conference on the topic of utility privatization. Developed strategic as well as specific tactical recommendations for the client.
- Developed a comprehensive yearlong re-bid strategy for a CERCLA Top 10 NPL procurement. Support included pre-RFP strategic actions, teaming and red team/red team recovery assistance. Client was selected for the \$19.5M award without going through a short-list.
- Conducted a nationwide study of the contracting patterns of the US Army Corps of Engineers Civil Program. Gathered data on all active Corps contracts and analyzed the results to pinpoint trends in small business set-asides, design-build, variances between Corps Districts, and market concentration/segmentation for four different water resources markets.
- Designed and executed a market research project designed to determine how multinational firms in aeronautical, pharmaceutical, environmental, electronic commerce and communications markets acquire internet law information & services. Survey generated four times the typical response rate.
- Provided support to the US Environmental Protection Agency's Brownfields program by preparing Revolving Loan Fund training modules for use over the internet.
- Served as rapporteur for the Defense Logistic Agency's three-day conference on the Basel Convention, an international treaty governing the international transport of hazardous waste. Produced a draft report of the two-day conference within 48 hours after it adjourned. The report summarized issues presented during the conference and articulated barriers to DOD implementation of this international environmental program. Also advised DLA on logistical issues associated with planning a successful conference. A final report was later produced and accepted by the client.

- Served as Interim Executive Director of the Environmental Business Action Coalition, formerly known as the Hazardous Waste Action Coalition. In addition to serving as Treasurer of the organization, I was responsible for the daily operations of this 60-member trade association. Work included programmatic support including lobbying Congress and the Executive Branches (particularly EPA) as well as development of Congressional testimony and policy positions. It also involved member recruitment and retention; Board of Directors coordination and support; publications fulfillment; website maturation; conference development and publicity; public relations support during name change; and employee recruitment/independent contractor management. Created (in 1996) and served as editor of the weekly newsletter, *EBAC At Work*, identified by the members as the service of greatest value to them from the trade association.
- Developed a database of all Department of Defense water utility privatization procurements including schedules for CBD announcement, RFP release, and proposal submittals as well as geographic location and client business unit. This database enabled the client to analyze the large number of opportunities and develop a strategic approach to the overall market.
- Researched the requirements an entity must meet to qualify as a US business in the US Agency for International Development procurements. Enabled client to develop a strategy enabling it to qualify for the benefits of bidding as a prime US contractor.
- Provided an in-depth assessment of the President's Energy Plan and developed recommendations for market opportunities likely to result from this new federal initiative.
- Provided in-depth description and analysis of federal expenditures on water resources projects including funding patterns by state, region, federal agency and type of project, assessed market fragmentation and key competitors for each federal agency and type of project and analyzed contracting and funding trends likely to impact future federal water resources expenditures. Enabled client to craft a major strategic initiative in this market area.
- Reviewed and provided editorial suggestions to the Maryland/DC Chapter of The Nature Conservancy's case study supporting the Last Great Places Campaign.
- Developed and funded a successful direct mail campaign on behalf of an animal welfare organization. For over a decade this appeal has generated a return on investment exceeding ten times the cost of the annual campaign. With an average donation of \$50 the annual campaign raised more than \$27,000 in 2013.
- Developed website content and design and directed website and facebook content management for nonprofit organization providing low income families with oral health care.
- Provided on-going marketing support to a venture capital startup firm offering an internet-based database of remediation technologies. Included directing branding strategy, developing the 1999 marketing plan, conceptualizing and implementing their 1999 publicity program (press releases, technical papers, article placement and press interviews) and improving trade show effectiveness. Also provided direct sales support and introducing the Company principals to industry executives. Provided editorial support to their monthly on-line newsletter both in terms of editorial focus and in writing.
- Free lance writer publishing nonfiction articles for newspapers and magazines.
- Provided proposal support to a client whose project manager was unavoidably unavailable to assist in a major proposal re-bid effort. Leverage Enterprises analyzed the RFP and developed a compliant proposal outline, drafted the proposal, worked with technical staff to enable them to efficiently incorporate their input into the document and produced a document for production on schedule. Provide orals coaching support. Client was awarded this \$19.5M award without going through the short-list process.
- Provided small business recruitment and subcontracting plan administration for wastewater treatment plant operations at Picatinny Arsenal.
- Managed development of two chapters of the EPA Brownfields Revolving Loan Fund Administrative Manual

Brown & Root Environmental  
Gaithersburg, MD

DECEMBER 1989 TO SEPTEMBER  
1997

*Director of Business Development, Mid-Atlantic Region*

Responsibilities included managing major government clients: DOD (Pentagon, NAVFAC, LANTDIV & EFACHES, and the Baltimore Corps), DOE (HQ, ID, AL, OR), EPA HQ, USDA, USDO, and USDOT. Each of these clients represented opportunities in multiple technical areas, frequently for multiple BRE offices.

- Served as BRE's rep to the Hazardous Waste Action Coalition. Chaired the EPA Subcommittee and the Recruitment/Membership Services committees. Served as liaison to the Board of Directors and on the Government Affairs Executive Committee for four years. Lobbied Members of Congress for Superfund reauthorization, authorizing language to distinguish technical from support service contractors, and stable DOD funding. Initiated the highly successful weekly publication *HWAC at Work*, which was later selected by members as the most highly valued service offered by HWAC. Also was instrumental in the development of an affiliate membership category.
- Researched and drafted speeches for Peter Arrowsmith, President and CEO, including a series of very favorably received presentations on corporate minority subcontractor recruitment presented as part of the US EPA panel and the annual Superfund Conference in Washington, DC.
- Won BRE's first Tulsa Corps HTRW contract (\$5M). Work included sales contact with Tulsa Corps staff, capture strategy development, and proposal red team review/recovery.
- Won BRE's first DOE-ID prime HTRW contract (\$7M) which enabled the Company to start an office in Idaho Falls, ID and increase future DOE-ID business.
- Won BRE's first EPA award outside OSWER in over a decade bringing in the potential for over \$6M in OPTS work.
- Prepared an Agency-wide in-depth assessment of the EPA market targeting procurements upcoming the next three years and policy trends that posed a threat to the Company's position as one of EPA's Top 5 contractors. Received a promotion as a result of the quality of this work product.
- Awarded a ~\$5M LANTDIV procurement that was scheduled for unrestricted rebid by facilitating its replacement with a sole-source (8) a non-competitive award for the Company's protégé with BRE as a 49% subcontractor. This was the Company's first new LANTDIV award in 7 years.
- Executed DC-area responsibilities as a capture team member for large federal procurements: working Capitol Hill, coordinating efforts of BD consultants, creating positive regard for the Company at senior Department levels, working program and contracting officials on issues prior to RFP finalization, and ensuring current HQ policies, priorities and politics are reflected in BRE proposals. Contributed to winning procurements such as EPA RAC 1 (~\$417M), EPA RAC 3(\$165M), EPA HMIRT/ERTP (\$30M) and DOE OCCRWM.
- Won both nationwide prime contracts for the ~\$500M RCRA Subpart X market at DOD installations (\$50M Mobile Corps contract and \$7.5M AIRHAZ/HAZWRAP contract). Developed and implemented a comprehensive business development campaign targeting 150 military installations from Puerto Rico to Guam to maximize BRE's RCRA Subpart X work. Responsibilities included serving as team leader, sales training, sales management, collateral development and both strategic and tactical planning. Successfully captured >50% of the Army and Navy clients for this service.

Tetra Tech, Inc.  
Bellevue, WA

1987 TO 1989

*Associate Director, Business Development*

Responsibilities included marketing hazardous waste management and marine science services to private, state and federal clients for five regional offices from Kansas City to Anchorage. Won federal contracts with the DOE, EPA, USDI, DOC and DOD. Won state contracts in Washington, Oregon, Montana and Missouri.

Lewis Clark State College  
Lewiston, ID 1986 TO 1987  
*Director, Small Business Development Center*

Established and directed a regional Small Business Development Center for the Small Business Administration. Acquired stable, long-term funding for the Center from sources including the SBA, DOD and the Idaho Department of Education. Worked closely with regional economic development entities to stimulate the economic viability of the region. Managed three federal grants, consulted with over 200 small business clients and 1000 training participants in the first eighteen months of operation.

Energy Incorporated 1982 TO 1985  
*Manager, Marketing Support Services*

Responsible for all corporate marketing functions for this international nuclear engineering firm including publicity, advertising, collateral development, trade shows, market research and direct mail. Grew the marketing function from one person to a management level position with a dedicated home center.

Morrison-Knudsen Company, Inc. 1981 TO 1982  
*Marketing Specialist*

Responsible for direct sales and proposal management for selected environmental/hydrological, geotechnical and scientific computing clients. Won contracts with the National Wildlife Refuge System and Bureau of Mines during a major downturn in the mining industry.

## Education

---

George Mason University 1997 TO 1993

Coursework, Ph.D. Program, Environmental Science & Public Policy, George Mason University (approximately 50% complete). 3.75 gpa Coursework included: Geochemistry of Environmental Hazards; Wetland Ecology and Management; Estuarine and Coastal Ecology; Waterscape Ecology; Environmental Law for Biologists; Models, Policy Design and Implementation; Public Policy Process and Issues in Public Management; Molecular, Micro and Cell Biology and Financial Management of Environmental Infrastructure 3.75 gpa Research area: Attenuation of Munition Contamination in Hydric Soils

Boise State University 1984  
*Master of Business Administration*

Colorado State University 1981  
*B.S., Zoology*

Coursework in Zoology supplemented with a summer at Pingree Park Forestry School and a concentration in Technical Journalism.