

County Council of Howard County, Maryland

2019 Legislative Session

Legislative day # 5

RESOLUTION NO. 38 - 2019

Introduced by: Chairperson at the request of the County Executive

A RESOLUTION confirming the appointment of Marcellous P. Frye Jr. to the Board of Directors of the Economic Development Authority.

Introduced and read first time on April 1, 2019.

By order Jessica Feldmark
Jessica Feldmark, Administrator to the County Council

Read for a second time and a public hearing held on April 22, 2019.

By order Jessica Feldmark
Jessica Feldmark, Administrator to the County Council

This Resolution was read the third time and was Adopted , Adopted with amendments , Failed , Withdrawn by the County Council on May 6, 2019.

Certified by Jessica Feldmark
Jessica Feldmark, Administrator to the County Council

NOTE: [[text in brackets]] indicates deletions from existing language; TEXT IN SMALL CAPITALS indicates additions to existing language. ~~Strike-out~~ indicates material deleted by amendment; Underlining indicates material added by amendment.

Marcellous P. Frye Jr.

Leadership Career History

Washington Gas – Springfield, VA.

August 2005 to present

Washington Gas is a regulated subsidiary of WGL Holdings, Inc., a public utility holding company, delivering natural gas to more than 1.1 million residential, commercial and industrial customers throughout Washington, DC, and the surrounding region.

Vice President, Economic Development and Strategy

October 2018 - present

After successfully leading the strategic outreach and legislative campaign, ultimately receiving regulatory approval of the Washington Gas acquisition, my leadership experience focused on defining the strategy for economic development and revenue producing initiatives.

Strategy

- **Defined and Implemented an 18-month strategic community outreach and legislative campaign** that involved gaining critical 'buy-in' from key legislators and community advocates within a challenging regulatory environment in support of a \$6.4 Billion acquisition of Washington Gas by AltaGas, a Canadian based energy infrastructure company.

Economic Development

- **Developed programs and policies** that aided in the infrastructure, meter and revenue growth by identifying specific Washington Gas projects and advocating for government policies that cleared the way for natural gas infrastructure system expansion.

Public Affairs

- **Led the overall legislative strategy for three jurisdictions**, including Virginia, Maryland, and Washington D.C. that resulted in approved legislation for a \$220 - \$300 million 30 to 40-year strategic accelerated infrastructure and enhancement replacement programs and associated cost recovery mechanisms.
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Vice President, Support Services

March 2008 – Sept. 2018

Elected by the WGL Board of Directors to Officer within three years at Washington Gas to lead and optimize the support services operations through process improvements, cost reductions, value-added technology, and enhancing exceptional customer service.

Consumer Services

- **Developed and implemented a Customer Experience Improvement Initiative** with metrics tracked by the Board of Directors on the Washington Gas Corporate scorecard resulting in an increase in Customer Satisfaction for 1.1 million customers from 70% to 90% within a five-year period, despite negative outsourced sentiment environment.
- **Leveraged technology to automate 99.8% meter reading**, resulting in 40% staff reduction, 98.89% read accuracy and zero safety related injuries, within a 4-year period.
- **Instituted strategy to increase residential customer satisfaction**, resulting in a 3-year over year increase in J.D. Power score for Customer Service, ranking 5th in the large segment eastern region.
- **Relocated customer walk-in centers** to more convenient and metro-accessible locations with customer kiosk, increasing customer satisfaction and reducing wait-times by 50%.
- **Serve as Executive sponsor for \$100 million** transformational SAP Customer Information System initiative.

Marcellous P. Frye Jr.

Proven leader in achieving operational excellence while increasing revenue by optimizing transformational strategic solutions, utilizing global resources and change management

- **Instrumental in obtaining approval in \$6.4 Billion Acquisition of WGL Holdings (Washington Gas) from the District of Columbia, Maryland, and Virginia regulators** through a strategic legislative and community outreach and engagement campaign.
- **Effectively led a \$70 million division** with over 900 employees and contractors globally including: Consumer Services, Information Technology, Business Process Outsourcing, Meter Reading, Back-Office Billing, Fleet and Transportation, Strategic Facilities, Accounts Payable, Supplier Diversity, and Supply Chain.
- **Consolidated and streamlined organizations** leveraging a global \$350 million, ten-year Business Process Outsourcing agreement, resulting in derive savings from \$51 million in lower capital expenditures and \$119 million in reduced operating expenses over the life of the contract.
- **Gained a competitive advantage through technology and process improvements** to increase Customer Satisfaction for 1.1 million customers from 70% to 90%.
- **Constructed a state of the art \$74 million, Leadership in Energy and Environmental Design (LEED) Gold Certified Operations and Industrial Center**, including one of the first Bloom Fuel Cells on the East Coast.

AREAS OF ABILITY & IMPACT

Acquisitions
Business Process Improvement
Business Process Outsourcing
Change Management
Consumer Services
Contingency Planning
Economic Development
Globalization / Offshore Development
Leadership
Management
Natural Gas/Utilities
Procurement
Public Affairs
Risk Management – Business & IT
Six Sigma Methodologies & Solutions
Strategic Alliances / Relationship Building Strategic Facilities
Supplier Diversity

Dedicated Leader, Mentor, & Team Builder

Proven leader with decisive, interactive, razor sharp business sense and motivational management style. Positive role model with uncompromising integrity and compelling desire to “make a difference.”

Facilitator of Organizational Change

Transform perception, morale, and outlook of undervalued organizations into customer-focused, value-added vehicles for supporting and driving business. Hand-select talent within the organization to coach and serve as “change agents” for cross-functional teams.

Expert Leader of Business Process Outsourcing — US & Global

Provide strategy and outsourced governance for mission-critical support services. Consistently successful in knowledge, process, and cultural transition.

Well Versed in Public Affairs, Economic Development & Regulatory Environment

Established and executed public policy and revenue producing initiatives through effective legislative, regulatory, and economic development strategies

Technology Visionary & Strategist

Intensely creative with proven business acumen in partnering emerging technologies and enterprise-level strategies. Develop technical frameworks that optimize integration and support.

Marcellous P. Frye Jr.

Washington Gas, continued

Supply Chain, Fleet & Transportation, Strategic Facilities Planning

- **Developed a new strategic sourcing strategy**, optimizing the Maintenance, Repair, Operations (MRO) and warehouse usage, resulting in an outsourced integrated supply model and savings of \$46 million.
- **Responsible for the strategic facilities planning** of acquisition, lease and disposition of real property assets and leases of 16 properties with a market value of \$242 million and 866,000 sq. ft.
- **Created a diverse spend program** elevating supplier diversity as a key metric on the Corporate Scorecard, increased certified diverse spend from 10% to 23%. Featured on the March/April cover of Minority Enterprise Advocate Magazine, "Excellence under Leadership: A Profile of Marcellous Frye Jr."
- **Implemented a fleet management program** for 640 service vehicles, saving over 29,000 gallons of fuel by converting and purchasing 30% Natural Gas Vehicles, enhancing the Washington Gas brand.

Business Process Outsourcing

- **Established and led the outsourcing strategy and governance** for Information Technology, Procurement, Consumer Services, and Human Resources towers with an annual budget of \$40 million, to modernize and enhance technology and leverage the most efficient and effective ways to deliver service to customers.
- **Directed global back-office operations** including: Call Center and Consumer Services Billing, Application Development and Maintenance contractors located in Manila, Philippines, and Information Technology Help Desk, and Network Administration teams located in Bangalore, India, and Emergency Dispatch and Correspondence teams located in Niagara, Canada.
- **Successfully controlled the outsourcing costs** of a \$350 million contract and on track to realize derive savings from \$51 million in lower capital expenditures and \$119 million in reduced operating expenses.

Information Technology

- **Developed the Enterprise-wide Information Technology strategy** for Washington Gas, optimizing technology for operations, implementing a PeopleSoft financials ERP system, and Work Management system.
- **Enhanced the CyberSecurity program** by restructuring global monitoring, upgrading the Supervisory Control and Data Acquisition (SCADA) environment, and performing annual IT penetration test.
- **Instituted and restructured the Project Management Office** with a focus on process improvement, leveraging Six Sigma tools and techniques and creating IT business partners, resulting on average 95% on-time project delivery and 98% within budget for IT projects.

Division Head of Information Technology

July 2007 – March 2008

Promoted to lead the strategy for the Information Technology Division, following a major transformational BPO initiative that outsourced all major functions of Information Technology, creating an IT retained organization focused on governance, strategy, and enhanced delivery.

- **Successfully led the transition** of Washington Gas' IT infrastructure, network operations, and IT development and support functions to Accenture's ABSU (Accenture Business Services for Utilities) located internationally (Manila, Philippines and Bangalore, India).
- **Developed the overall IT policies and procedures** for enterprise-level IT projects, assets, resources, and auditing (Sarbanes/Oxley compliant) functions.
- **Instrumental in driving change management and culture** from a US centric footprint to a global Information Technology delivery model.

Marcellous P. Frye Jr.

Washington Gas, continued

Director, Information Technology Application Development

Aug. 2005 – June 2007

Recruited as a successor for the Chief Information Officer (CIO) of Washington Gas, and instituted General Electric 'best practices' such as Six Sigma and project management.

- **Implemented an enterprise work request** application that reduced cost and improved ability to map spending to current and planned business volumes, utilizing the most cost effective labor solutions.
 - **Integrated elements of Six Sigma Methodologies** including risk mitigation, key metrics, SLA's and established an ITS Technology Advisory Council that served as a governing body for emerging technology evaluation and standards.
 - **Delivered over \$25 million in transformational IT capital projects** on time and within budget, including building a SOA foundation leveraging reusability through XML and Web Services within an EAI framework.
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GXS –Global Exchange Services (formerly a division of GE), Gaithersburg, MD. 2002 to July 2005

Leading eCommerce network services provider, specializing in supply chain management solutions for 60% of Fortune 500 corporations and smaller customers in 36 countries. GXS divested from General Electric at onset of the .com bubble

VICE PRESIDENT – GLOBAL APPLICATION DELIVERY

Senior technology leader, reporting directly to CIO, leading a global team in US, Europe, Asia, and India, responsible for planning, conceptualizing, and executing divisional IT vision and strategy in support of revenue generating activities, client engagements, internal operations, and financial reporting.

- **Aided in \$800 million divestiture of GXS from GE Company**, by high-level business integration, transition, reorganization, identification of synergies, and culture change.
- **Delivered \$1.2 million annualized cost savings** and enabled global development and support services by initiating and deploying IT offshore strategy — developed, staffed, and managed GXS IT Development Center in Bangalore, India.
- **Delivered \$7 million in annual benefits (\$2 million over target)**, reduced monthly financial closing process by 70%, and enabled standardization of global financial reporting through successful implementation of Oracle ERP (financial system – GL, AR, AP, purchasing, and fixed assets modules).
- **Enabled \$1 million in productivity improvements**, centralized and optimized asset utilization, ensured simplified software compliance processes, and streamlined asset tracking compliance by spearheading successful implementation of Peregrine's Asset Center. Project returned \$2 million in cost productivity and \$1 million through circuit optimization.

Marcellous P. Frye Jr.

GE – General Electric Company, GEIS – General Electric Information Services, Gaithersburg, MD
\$800 million Information Services division of Fortune 10 Enterprise, branded culture, diversified businesses, and global operations.

MANAGER – B2B ELECTRONIC COMMERCE SERVICES

1999 to 2002

Teamed with Director of eCommerce on high-level corporate initiative (vision / directive from CEO and SVP, Marketing) to launch breakthrough B2B products, focused on EDI solutions for global intelligent supply chain. Led team of 10 senior IT professionals, directed 15 contractors, controlled \$2 million budget, and managed technology development lifecycles.

- **Credited with personal contributions, generating \$5.9 million in revenue**, delivering \$3.9 million in bottom-line profit (YE 2000) and boosting GXS' global competitive position by managing strategic plan, technological development, and commercialization of GEGXS.net. — Company's flagship B2B product.
- **Slashed order-to-remittance cycle time by 80% through successful development** — delivered Alpha quality within 90 days (30 days under target) of secure online software-ordering web portal using emerging component-based architecture as eCommerce platform, RAD methodology, and Site Minder for authentication and authorization. (*Patented Provision of Electronic Commerce Service*)

INFORMATION MANAGEMENT LEADERSHIP PROGRAM

1997 to 1999

Recruited and hired into the prestigious competitive Information Management Leadership Program (IMLP) — a two-year intensive training and career development program focused on grooming high potential leaders in information technology, software development, leadership, and Six Sigma.

EDUCATION, BOARDS, AFFILIATIONS, & CERTIFICATIONS

Education

MS – Information Systems (with Honors), 1999, AMERICAN UNIVERSITY, Washington, D.C.

BA – African American Studies, 1991, UNIVERSITY OF MARYLAND – BALTIMORE COUNTY, Catonsville, MD

Boards

Board Chairman – Dance Institute of Washington, The District of Columbia's largest premier African American Dance Theater

Maryland Chamber of Commerce, DC Chamber of Commerce, and Lead Va.

Trustee, Sandy Spring Museum, Sandy Spring, Maryland, 2009-2013

Professional Affiliations

Greater Washington Board of Trade Alumni - Premier business organization providing advocacy, research and programs for the Greater Washington area's business community

Upsilon PI Epsilon Computer Science Honor Society – American University

Co-author of patent (*Provision of Electronic Commerce Services*), GE diversity champion, and subject of feature article in *Diversity Careers*.

Certifications

Six Sigma Master Blackbelt Training – Certifications in Define / Measure / Analyze / Improve / Control

April 22, 2019

Howard County Office of County Executive
3430 Courthouse Drive
Ellicott City, Maryland 21043
Attn: Howard County Council

Greetings,

First, I would like to recognize and thank the County Council and members of the Howard County Board of Directors of the Economic Development Authority for this opportunity to provide comments today regarding my nomination to the Board. My parents moved to this great county in 1972. Diversity was ever so common, and we often referred to it as the "Columbia Bubble" because of the ideal quality of life, that was unlike any other area in the country. I believe much of my success has been attributed to growing up in that so-called "Bubble" within Howard County.

However, Columbia and the county has changed over my forty years, with a significant increase in population, more schools, businesses, and additional village centers. This growth should be managed strategically to balance the required needs of transportation and public services to sustain a vibrant county. My experience as an executive, of a \$6.4 billion Energy company, leading economic development, along with several other organizations, will bring a perspective that balances demand with strategic growth.

I commend the Board on having a strategic plan that highlights the shift in economic development occurring today and the risks which are outlined in the strategic assessment process. This county has an advantage of being conveniently located between Baltimore and the District of Columbia, however as the strategic plan points out, 71% of current residents work outside the county. This data point is an example of the need to foster more anchors to attract startups or an ecosystem for incubators; especially today with more focus towards social responsibility and sustainability.

I am also very much interested in taking steps that would enable the success of minority and diverse businesses as part of our solution. Thus, embracing economic development for all in this great county. These are challenges that I am looking forward to working with the board and the community to address. I appreciate the opportunity to serve this wonderful county where I was raised.

Thank you,

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Supply Chain, Fleet & Transportation, Strategic Facilities Planning

- **Developed a new strategic sourcing strategy**, optimizing the Maintenance, Repair, Operations (MRO) and warehouse usage, resulting in an outsourced integrated supply model and savings of \$46 million.
- **Responsible for the strategic facilities planning** of acquisition, lease and disposition of real property assets and leases of 16 properties with a market value of \$242 million and 866,000 sq. ft.
- **Created a diverse spend program** elevating supplier diversity as a key metric on the Corporate Scorecard, increased certified diverse spend from 10% to 23%. Featured on the March/April cover of Minority Enterprise Advocate Magazine, "Excellence under Leadership: A Profile of Marcellous Frye Jr."
- **Implemented a fleet management program** for 640 service vehicles, saving over 29,000 gallons of fuel by converting and purchasing 30% Natural Gas Vehicles, enhancing the Washington Gas brand.

Business Process Outsourcing

- **Established and led the outsourcing strategy and governance** for Information Technology, Procurement, Consumer Services, and Human Resources towers with an annual budget of \$40 million, to modernize and enhance technology and leverage the most efficient and effective ways to deliver service to customers.
- **Directed global back-office operations** including: Call Center and Consumer Services Billing, Application Development and Maintenance contractors located in Manila, Philippines, and Information Technology Help Desk, and Network Administration teams located in Bangalore, India, and Emergency Dispatch and Correspondence teams located in Niagara, Canada.
- **Successfully controlled the outsourcing costs** of a \$350 million contract and on track to realize derive savings from \$51 million in lower capital expenditures and \$119 million in reduced operating expenses.

Information Technology

- **Developed the Enterprise-wide Information Technology strategy** for Washington Gas, optimizing technology for operations, implementing a PeopleSoft financials ERP system, and Work Management system.
- **Enhanced the CyberSecurity program** by restructuring global monitoring, upgrading the Supervisory Control and Data Acquisition (SCADA) environment, and performing annual IT penetration test.
- **Instituted and restructured the Project Management Office** with a focus on process improvement, leveraging Six Sigma tools and techniques and creating IT business partners, resulting on average 95% on-time project delivery and 98% within budget for IT projects.

Division Head of Information Technology

July 2007 – March 2008

Promoted to lead the strategy for the Information Technology Division, following a major transformational BPO initiative that outsourced all major functions of Information Technology, creating an IT retained organization focused on governance, strategy, and enhanced delivery.

- **Successfully led the transition** of Washington Gas' IT infrastructure, network operations, and IT development and support functions to Accenture's ABSU (Accenture Business Services for Utilities) located internationally (Manila, Philippines and Bangalore, India).
- **Developed the overall IT policies and procedures** for enterprise-level IT projects, assets, resources, and auditing (Sarbanes/Oxley compliant) functions.
- **Instrumental in driving change management and culture** from a US centric footprint to a global Information Technology delivery model.

Marcellous P. Frye Jr.

Washington Gas, continued

Director, Information Technology Application Development

Aug. 2005 – June 2007

Recruited as a successor for the Chief Information Officer (CIO) of Washington Gas, and instituted General Electric 'best practices' such as Six Sigma and project management.

- **Implemented an enterprise work request** application that reduced cost and improved ability to map spending to current and planned business volumes, utilizing the most cost effective labor solutions.
 - **Integrated elements of Six Sigma Methodologies** including risk mitigation, key metrics, SLA's and established an ITS Technology Advisory Council that served as a governing body for emerging technology evaluation and standards.
 - **Delivered over \$25 million in transformational IT capital projects** on time and within budget, including building a SOA foundation leveraging reusability through XML and Web Services within an EAI framework.
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GXS –Global Exchange Services (formerly a division of GE), Gaithersburg, MD. 2002 to July 2005

Leading eCommerce network services provider, specializing in supply chain management solutions for 60% of Fortune 500 corporations and smaller customers in 36 countries. GXS divested from General Electric at onset of the .com bubble

VICE PRESIDENT – GLOBAL APPLICATION DELIVERY

Senior technology leader, reporting directly to CIO, leading a global team in US, Europe, Asia, and India, responsible for planning, conceptualizing, and executing divisional IT vision and strategy in support of revenue generating activities, client engagements, internal operations, and financial reporting.

- **Aided in \$800 million divestiture of GXS from GE Company**, by high-level business integration, transition, reorganization, identification of synergies, and culture change.
- **Delivered \$1.2 million annualized cost savings** and enabled global development and support services by initiating and deploying IT offshore strategy — developed, staffed, and managed GXS IT Development Center in Bangalore, India.
- **Delivered \$7 million in annual benefits (\$2 million over target)**, reduced monthly financial closing process by 70%, and enabled standardization of global financial reporting through successful implementation of Oracle ERP (financial system – GL, AR, AP, purchasing, and fixed assets modules).
- **Enabled \$1 million in productivity improvements**, centralized and optimized asset utilization, ensured simplified software compliance processes, and streamlined asset tracking compliance by spearheading successful implementation of Peregrine's Asset Center. Project returned \$2 million in cost productivity and \$1 million through circuit optimization.

Marcellous P. Frye Jr.

GE – General Electric Company, GEIS – General Electric Information Services, Gaithersburg, MD

\$800 million Information Services division of Fortune 10 Enterprise, branded culture, diversified businesses, and global operations.

MANAGER – B2B ELECTRONIC COMMERCE SERVICES

1999 to 2002

Teamed with Director of eCommerce on high-level corporate initiative (vision / directive from CEO and SVP, Marketing) to launch breakthrough B2B products, focused on EDI solutions for global intelligent supply chain. Led team of 10 senior IT professionals, directed 15 contractors, controlled \$2 million budget, and managed technology development lifecycles.

- **Credited with personal contributions, generating \$5.9 million in revenue**, delivering \$3.9 million in bottom-line profit (YE 2000) and boosting GXS' global competitive position by managing strategic plan, technological development, and commercialization of GEGXS.net. — Company's flagship B2B product.
- **Slashed order-to-remittance cycle time by 80% through successful development** — delivered Alpha quality within 90 days (30 days under target) of secure online software-ordering web portal using emerging component-based architecture as eCommerce platform, RAD methodology, and Site Minder for authentication and authorization. (*Patented Provision of Electronic Commerce Service*)

INFORMATION MANAGEMENT LEADERSHIP PROGRAM

1997 to 1999

Recruited and hired into the prestigious competitive Information Management Leadership Program (IMLP) — a two-year intensive training and career development program focused on grooming high potential leaders in information technology, software development, leadership, and Six Sigma.

EDUCATION, BOARDS, AFFILIATIONS, & CERTIFICATIONS

Education

MS – Information Systems (with Honors), 1999, AMERICAN UNIVERSITY, Washington, D.C.

BA – African American Studies, 1991, UNIVERSITY OF MARYLAND – BALTIMORE COUNTY, Catonsville, MD

Boards

Board Chairman – Dance Institute of Washington, The District of Columbia's largest premier African American Dance Theater

Maryland Chamber of Commerce, DC Chamber of Commerce, and Lead Va.

Trustee, Sandy Spring Museum, Sandy Spring, Maryland, 2009-2013

Professional Affiliations

Greater Washington Board of Trade Alumni - Premier business organization providing advocacy, research and programs for the Greater Washington area's business community

Upsilon Pi Epsilon Computer Science Honor Society – American University

Co-author of patent (*Provision of Electronic Commerce Services*), GE diversity champion, and subject of feature article in *Diversity Careers*.

Certifications

Six Sigma Master Blackbelt Training – Certifications in Define / Measure / Analyze / Improve / Control

