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By: **Prince George's County Delegation and Montgomery County Delegation**

Introduced and read first time: February 11, 2000  
Assigned to: Commerce and Government Matters

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A BILL ENTITLED

1 AN ACT concerning

2 **Washington Suburban Sanitary Commission - Competitive Action Program**  
3 **PG/MC 18-00**

4 FOR the purpose of establishing a Competitive Action Program in the Washington  
5 Suburban Sanitary Commission; providing for certain Program goals for certain  
6 cost reductions to be attained by certain dates; providing for certain components  
7 of the Program; requiring the Commission to report annually to certain  
8 Montgomery County and Prince George's County officials and members of the  
9 General Assembly on the Commission's progress in implementing the Program;  
10 requiring the report to focus on the actions and recommendations of certain  
11 work teams assigned to work on the Program; defining a certain term; providing  
12 for the termination of this Act; and generally relating to the implementation of a  
13 Competitive Action Program by the Washington Suburban Sanitary  
14 Commission.

15 BY adding to  
16 Article 29 - Washington Suburban Sanitary District  
17 Section 18-109  
18 Annotated Code of Maryland  
19 (1997 Replacement Volume and 1999 Supplement)

20 SECTION 1. BE IT ENACTED BY THE GENERAL ASSEMBLY OF  
21 MARYLAND, That the Laws of Maryland read as follows:

22 **Article 29 - Washington Suburban Sanitary District**

23 18-109.

24 (A) IN THIS SECTION, "COMPETITIVE ACTION PROGRAM" OR "PROGRAM"  
25 MEANS A PROGRAM OR STRATEGY ADOPTED BY THE WSSC TO REDUCE ITS ACTUAL  
26 CONTROLLABLE OPERATIONS AND MANAGEMENT COSTS.

1 (B) (1) THE WSSC SHALL ESTABLISH AND IMPLEMENT A COMPETITIVE  
2 ACTION PROGRAM.

3 (2) THE GOAL OF THE PROGRAM IS TO REDUCE THE ACTUAL  
4 CONTROLLABLE OPERATIONS AND MANAGEMENT COSTS OF THE WSSC TO A  
5 MAXIMUM OF:

6 (I) \$196,229,896 BY THE END OF FISCAL YEAR 2002; AND

7 (II) \$181,229,896 BY THE END OF FISCAL YEAR 2005.

8 (C) THE COMPONENTS OF THE PROGRAM INCLUDE PROGRAMS OR  
9 STRATEGIES THAT:

10 (1) ESTABLISH COST AND STAFFING GOALS THAT ALLOW WSSC TO  
11 COMPETE IN THE WATER AND SEWER UTILITY INDUSTRY;

12 (2) ADOPT THE BEST OPERATIONS AND MANAGEMENT PRACTICES IN  
13 THE WATER AND SEWER UTILITY INDUSTRY;

14 (3) USE EMPLOYEE RE-ENGINEERING TEAMS TO REDESIGN PRACTICES;

15 (4) IMPLEMENT NEW OPERATIONS AND MANAGEMENT PRACTICES;

16 (5) REDUCE STAFF THROUGH ATTRITION;

17 (6) INCREASE JOB-RELATED TRAINING AND CROSS-TRAINING FOR  
18 EMPLOYEES;

19 (7) UPDATE TECHNOLOGY AND AUTOMATION;

20 (8) IMPLEMENT CROSS-CERTIFICATION INCENTIVES;

21 (9) REDUCE INTERNAL BARRIERS TO OPTIMIZING EFFICIENCY;

22 (10) DETERMINE THE DESIRABILITY OF IMPLEMENTING  
23 PAY-FOR-PERFORMANCE INCENTIVES;

24 (11) DEVELOP COST-EFFECTIVE BIOSOLIDS MANAGEMENT;

25 (12) REVIEW TREATMENT PLANT PROCESSES FOR REDUNDANCY OR  
26 INEFFICIENCY; AND

27 (13) CAPITALIZE ON COST-SAVINGS OPPORTUNITIES TO BE PROVIDED BY  
28 ENERGY DEREGULATION.

29 (D) (1) BY THE END OF EACH FISCAL YEAR, THE WSSC SHALL SUBMIT A  
30 REPORT ON THE COMMISSION'S PROGRESS IN IMPLEMENTING THE PROGRAM TO:

31 (I) THE COUNTY EXECUTIVE AND COUNTY COUNCIL OF  
32 MONTGOMERY COUNTY;

1 (II) THE COUNTY EXECUTIVE AND COUNTY COUNCIL OF PRINCE  
2 GEORGE'S COUNTY;

3 (III) THE MEMBERS OF THE MONTGOMERY COUNTY DELEGATIONS  
4 IN THE STATE SENATE AND HOUSE OF DELEGATES; AND

5 (IV) THE MEMBERS OF THE PRINCE GEORGE'S COUNTY  
6 DELEGATIONS IN THE STATE SENATE AND HOUSE OF DELEGATES.

7 (2) THE REPORT SHALL FOCUS ON THE ACTIONS AND  
8 RECOMMENDATIONS OF EACH OF THE FOLLOWING WORK TEAMS ASSIGNED TO  
9 ASSIST WITH THE IMPLEMENTATION OF THE PROGRAM:

10 (I) THE TOTAL PRODUCTIVE OPERATIONS TEAM;

11 (II) THE SYSTEMS MAINTENANCE TEAM;

12 (III) THE FACILITIES PROJECT DELIVERY TEAM;

13 (IV) THE ENGINEERING FUNCTION ANALYSIS TEAM;

14 (V) THE DEVELOPMENT AUTHORIZATION PROCESS  
15 RE-ENGINEERING TEAM;

16 (VI) THE ASSETS MANAGEMENT TEAM;

17 (VII) THE CUSTOMER BILLING TEAM;

18 (VIII) THE DOCUMENT MANAGEMENT TEAM;

19 (IX) THE INFORMATION SYSTEMS PLANNING TEAM; AND

20 (X) ANY OTHER TEAM FORMED TO ASSIST WITH THE  
21 IMPLEMENTATION OF THE PROGRAM.

22 SECTION 2. AND BE IT FURTHER ENACTED, That this Act shall take effect  
23 July 1, 2000. It shall remain effective for a period of 5 years and, at the end of June  
24 30, 2005, with no further action required by the General Assembly, this Act shall be  
25 abrogated and of no further force and effect.