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**By: Delegate Curran**

Introduced and read first time: February 29, 1996 Assigned to: Rules and Executive Nominations

Re-referred to: Commerce and Government Matters, March 4, 1996

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Committee Report: Favorable

House action: Adopted

Read second time: March 24, 1996

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RESOLUTION NO.

HOUSE JOINT RESOLUTION \_\_\_\_

1 A House Joint Resolution concerning

2 **Governing Local Governments Into the 21st Century**

3 FOR the purpose of informing county and municipal governments in Maryland about the  
4 concept of performance-based governance with its reliance on performance  
5 measuring for purposes of guiding their practices and policies through the fiscal  
6 uncertainties of the 1990's and strengthening public accountability.

7 WHEREAS, Implications attendant to the economic uncertainty of tomorrow  
8 necessitate a commitment of preparedness on the part of county and municipal  
9 governments to successfully meet the challenges of the 21st Century; and

10 WHEREAS, Sluggish economic growth, reduced federal and State financial  
11 assistance, increased demands for services and public intolerance for additional taxes and  
12 fees underscore the importance and timeliness of further enhancing governmental  
13 efficiency and effectiveness, responsiveness, and accountability in the eyes of the public;  
14 and

15 WHEREAS, Emerging as a common denominator throughout the country is a shift  
16 towards a new approach of governing - a functional transformation mirroring the private  
17 sector - and it is called, performance-based governance with its reliance on performance  
18 measuring; and

19 WHEREAS, Performance-based governance enlightens the public to what  
20 government is doing with their tax dollars by (1) identifying a preferred vision for the  
21 future; (2) formulating goals to achieve the vision which are accomplished via realization  
22 of attendant objectives; (3) utilizing quantifiable performance measures (benchmarks) to  
23 gauge, monitor and report progress through the year 2000 and beyond; and (4) structuring  
24 policies and resource allocation decisions that are responsive to and consistent with the  
25 vision, goals and objectives; and

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1 WHEREAS, Performance-based governance represents a fundamental departure  
2 from typical governance because it is predicated upon an outcome oriented management  
3 strategy; that is, the articulation of quantifiable data useful in assessing not only how a  
4 government entity utilized its resources, but also what its citizens are receiving for the use  
5 of public funds and how efficiently and effectively those funds are being used; and

6 WHEREAS, Harford County held a symposium on September 28, 1995 for the  
7 purpose of encouraging jurisdictional benchmarking so proven strategies of improving  
8 operational efficiency and effectiveness could be shared with one another in the spirit of  
9 a progressive local government partnership for the future; and

10 WHEREAS, The State's Legislative Auditor (Office of Legislative Audits,  
11 Department of Fiscal Services) recommended in a special report to the Joint Budget and  
12 Audit Committee on May 9, 1995, entitled Use of Performance Measures to Improve  
13 Accountability, that the State should shift towards performance measuring through  
14 statutory directive; and

15 WHEREAS, Beyond Maryland, (1) the United States Congress mandated that all  
16 federal agencies - via the 1993 Government Performance and Results Act - effect  
17 performance measuring by the year 2000; (2) that 18 states have enacted legislation to  
18 adopt reforms that stress accountability for results through the resource allocation  
19 process; and (3) that the Government Finance Officers Association found in a recent  
20 study of 554 budgets for counties and cities across the country that 330 or 60% utilize  
21 performance measures; and

22 WHEREAS, Performance-based governance will not solve all the fiscal difficulties  
23 facing local governments nor should overnight results be expected; however, it is  
24 reflective of the local governments' ongoing commitment to identify and document the  
25 programs, policies and practices that govern their usage of scarce financial resources; and

26 WHEREAS, County and municipal governments in Maryland have always taken  
27 pride in being on the "cutting edge" with respect to the efficient delivery of public  
28 services and responsiveness to the concerns of their citizenry; and

29 WHEREAS, Local governments' pursuit of performance-based governance with its  
30 reliance on performance measuring is envisioned to bolster public confidence, improve  
31 operational efficiency and strengthen accountability in ways that continue to make local  
32 governments in Maryland efficiency-related models worthy of emulation; and

33 WHEREAS, This Resolution should not be construed, either directly or indirectly,  
34 as a State mandate for county and municipal governments to initiate performance-based  
35 governance; but, instead, to familiarize and inform local governments about the concept  
36 so they can determine whether or not it is suitable for guiding their practices and policies  
37 through the economic uncertainties of the 1990's; now, therefore, be it

38 RESOLVED BY THE GENERAL ASSEMBLY OF MARYLAND, That local  
39 governments of the State are encouraged to consider the concept of performance-based  
40 governance with its reliance on performance measuring for its applicability and usage in  
41 guiding their practices and policies in order to greet the 21st Century with a competitive  
42 advantage; and be it further

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1           RESOLVED, That a copy of this Resolution be forwarded by the Department of  
2 Legislative Reference to the Honorable Parris N. Glendening, Governor of Maryland; the  
3 Honorable Thomas V. Mike Miller, Jr., President of the Senate of Maryland; the  
4 Honorable Casper R. Taylor, Jr., Speaker of the House of Delegates; the Maryland  
5 Association of Counties; and the Maryland Municipal League.