

## MEMORANDUM

February 22, 2024

**TO:** County Council

**FROM:** Kristen Latham, Senior Legislative Analyst, Office of Legislative Oversight

**SUBJECT: Contractor Report on Composition of Montgomery County Boards, Commissions, and Committees**

This memo summarizes a contractor study reviewing the demographic composition of the County's boards, commissions, and committees. The full study will be released by the Council on February 27, 2024 and there is a scheduled GO worksession on March 7<sup>th</sup>.

### **A. Summary Report Findings**

The Council commissioned a contractor to better understand how members of the 92 County commissions, committees, and boards (BCC) are selected, the demographic composition of the bodies, members' history of BCC service, and how to strengthen racial equity policies and practices. The Office of Legislative Oversight (OLO) contracted Arcstratta to complete a study on Montgomery County BCC member selection. To complete this study, Arcstratta utilized online surveys with BCC members (resident and ex-officio), staff/liasons interviews with County Executive and Council staff who administer BCCs, and Internet research.

**Demographics of BCC Members.** Overall, the study identified the following characteristics of BCC members in the County:

- **Race.** White and Black/African American residents account for 58.4% and 20.7% (respectively) of the County's population and 51.6% and 27.9% (respectively) of members who shared their racial/ethnic background. Latino and Asian communities account for 20.3% and 16.2% of the County's population (respectively) but 7.1% and 7.6% (respectively) of members who disclosed this information.
- **Gender.** More women shared their gender and appear well represented; however, women appear engaged in boards in a manner that models stereotypical beliefs and expectations of women in society.
- **Sexuality.** The LGBTQ+ community representation on BCCs parallels national figures.
- **Disability.** Individuals with disabilities are represented at a higher rate than the County population in general.
- **Age.** Seniors who are 65 years of age or older are well represented among BCC members, as their participation rate is twice that of their representation in the county. Residents 29 years of age and younger only represented 2% of members.

- **Education.** Although the rate of residents with bachelor's and advanced degrees in the County is high at 60%, the proportion is substantially higher among BCC members (93%).
- **Geography.** The Upcounty region, given its large population, was represented at a lower rate (19%) than other areas of the county.

**Appointment Practices.** The board, committee, and commission recruitment process can take up to four months. Vacancy notices are posted on the County's BCC webpage, email blasted to a list of residents who registered to receive notifications and shared with community groups. Staff who coordinate BCCs reported that they and their members promote through a variety of methods including sharing information with networks/community groups, advertisements on websites, press releases and public announcements, and social media. The County Executive's office is considering sharing notices on social media. Potential members can apply online or on paper - staff noted that experience, expertise, and knowledge are the main factors considered when selecting individuals for BCC positions. BCC position information provided by the County Executive's Office included 38 BCCs (41%) that have positions with no term expiration/life terms (163 positions). Of all available positions, 15% (n=163), do not expire/have life terms.

**Current Appointments.** As of September 30, 2023, more than half of BCC positions (57%; n=779) were "active"- filled with members whose terms were not expired. More than a quarter (28%; n=385) were waiting to be replaced by new members. Almost 15% (n=199) of positions were vacant. Sixty-three, (63) members, accounting for approximately 11% of replacement/new members, were found to have termed off other positions and filled new ones. Approximately one-third (32%; n=350) of positions were filled through reappointments, meaning that 43% of positions had been filled with existing members or members from other BCCs. Among the non-ex-officio member survey respondents, 21 appeared to be members on more than one board. This, along with 15% of positions that have no term limits, may contribute to a sense that new residents are not cycling through BCCs.

Membership in a BCC is generally limited to two consecutive terms of one to five years. However, if no other qualified individual is available or other circumstances justify reappointing a member, a term waiver may be requested and granted by the Office of the County Executive. According to County Executive records, BCC members requested 65 term waivers from 30 BCCs several from 2017 to 2023.

**Diversity, Equity and Inclusion Initiatives.** The majority of staff respondents indicated that their assigned BCCs have not implemented diversity, equity, and inclusion (DEI) initiatives or best practices (50%) and do not track or monitor the demographic composition of the membership (68%).

**Contractor Recommendations.** Arcstratta had the following recommended actions:

- Consider how tracking and monitoring the composition of BCCs can be institutionalized, especially in light of the County's racial equity efforts.
- Employ a broader engagement strategy under a broader timeframe to include building awareness among youth and beyond. Given the large foreign-born/immigrant presence in the county, it will likely take reaching out to more than one generation to strengthen engagement.
- BCC outreach and recruitment within underserved communities need to be active, such as via personal communications and connections with trusted community groups, to engage residents and cannot primarily rely on passive digital promotions of opportunities.

- Consider further educating BCC staff/liaisons about compliance with the Maryland Open Meetings Act to ensure that sufficient, accurate, and timely data and information about BCCs are available.
- Examine the impact of positions that do not expire/are life appointments on boards, commissions, and committees.

## **B. OLO Observations**

**The tracking of BCC membership needs to be strengthened.** During this study, the contractor Arcstratta had to reach out to each BCC individually to obtain an accurate list of current BCC members. While there is a central list collected in the County Executive Office, this list was not up to date and did not reconcile with several membership lists provided by BCC staff liaisons. Further, the database does not appear to accommodate tracking of members on more than one BCC or a historical accounting of members other than those who last served on currently vacant seats. Not all BCCs track demographic information of its members. Further, according to study results, over a quarter of the staff liaisons that replied to information requests (12 BCCs) reported that they do not track their membership.

**There was concern among some BCC members about collecting demographic information – a notable number of those surveyed refused to provide demographic information, particularly racial information.** OLO was contacted by several BCC members who were asked to complete the survey and relayed to staff that they had serious concerns about privacy (of themselves and others) and therefore would not be completing the survey or not answering specific questions. The study results further support this - 41% of BCC members who responded to the survey did not share racial demographic information either through their application to the BCC or in the member questionnaire the contractor administered.

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# Study on Member Selection for Montgomery County Citizen Boards, Commissions, and Committees

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## Executive Summary

Effectively building relationships between the community and the government fosters equitable public decisions that reflect the needs, concerns, and interests of residents and improves community well-being. Boards, commissions, and committees (BCCs) allow the public to participate in government. BCCs are opportunities to meaningfully engage residents to address important issues, enabling government bodies to draw upon citizens' expertise, hear their voices, and learn how to serve the community well. Although BCC membership representative of the local community is critical, individuals who do not adequately reflect communities' diversity, growth, and evolution often inform policies and decisions.<sup>1,2</sup>

The Montgomery County Council, therefore, is interested in understanding the membership and operations of the 92 County boards, commissions, and committees and ways to strengthen racial equity policies and practices. The Council commissioned a study on Montgomery County BCC member selection to examine:

1. How members of current County boards, commissions, and committees are selected;
2. The demographic composition of these groups; and
3. Members' history of board, commission, and committee service.

The Office of Legislative Oversight (OLO) contracted Arcstratta to complete the BCC member selection study. The mixed-method study was grounded in research on the structure and effectiveness of government and advisory bodies, board and commission member recruitment strategies, racial equity tools, and sociodemographic trends and measures. The research team developed and conducted online surveys with BCC members (resident and ex officio) and staff/liasons; key informant interviews with County Executive and Council staff who administer BCCs; and gathered background information about the nature, membership, processes, and practices of the BCCs. The researchers worked with the County Executive's and County Council's Boards, Commissions, and Committees and OLO staff to contact 1,039 BCC members and 77 staff/liasons to invite their participation in the study.<sup>3</sup> A total of 594 BCC members (61% response rate) and 62 staff/liasons of 66 BCCs (81% response rate) completed the online BCC surveys, and two County Executive and Council staff who administer BCCs participated in the interview discussions. Descriptive analyses (e.g., frequencies, percentages) were conducted on quantitative data including demographic information and members' history of service. Qualitative data from the surveys and interviews were reviewed and coded to identify salient topics and themes.

This report summarizes the key findings of the study, including members' demographic characteristics compared to the larger demographic makeup of Montgomery County, an overview of County BCC processes and members' history of service, and member perceptions of BCCs' inclusion and operations.

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<sup>1</sup> <https://msa.maryland.gov/msa/mdmanual/26excom/html/00list.html>

<sup>2</sup> <https://diversegreen.org/environmental-experts-of-color-database/>

<sup>3</sup> The County Executive's Boards, Commissions, and Committees team provided contact lists of BCC members and staff/liasons, consisting of 1,363 BCC member positions (1,164 filled, 199 vacant) and 77 staff/liasons. County Executive and Council staff and members were excluded from the member list provided to produce a final contact list of 1,039 for the study, with 977 deliverable emails.

The report also presents considerations and recommendations to advance equity and inclusivity of BCC processes and representation of diverse County resident voices.

### Demographic Composition of Boards, Commissions, and Committees

Data from the current assessment, BCC applications submitted to the County Executive’s Office, and County databases were combined for the most complete picture of the demographic composition of BCCs. Based on the available data, certain populations, such as veterans, individuals with disabilities, older residents, and the LGBTQ+ community are represented at rates at least comparable to the larger County population. Representativeness varies for racial, ethnic, and gender identity, and BCC membership is not as reflective of populations such as residents born outside of the U.S., younger residents, and upper regions of the County.<sup>4,5</sup>

- **Race/Ethnicity.** White and Black/African American residents account for 58.4% and 20.7%, respectively, of the County’s population and 51.6% and 27.9%, respectively, of members who shared their racial/ethnic background (41% of members did not disclose their racial/ethnic identity). Latino and Asian communities are underrepresented in BCC membership, accounting respectively for 20.3% and 16.2% of the County’s population and only 7.1% and 7.6%, respectively, of members who disclosed this information.
- **Gender.** Most BCC members with available data identified as women, at 44.8% ([number] n=610), and 36.7% (n=500) identified as men. Gender identity was not indicated for 19% of members. One-fifth of BCCs examined (n=17) had a balanced representation of men and women. Forty-three (42.5%, n=33) were imbalanced toward male representation, with BCCs that included financial, infrastructure/the built environment, safety, and workforce areas of focus. The BCCs with more female than male representation (36%; n=29) were service- and intervention-centered, focused on child and family services, older adults, disabilities, human trafficking, substance use, and animal services.
- **Age.** Individuals who are 65 years of age or older are well represented among BCC members, as their participation (33.7%) is nearly twice that of their representation in the county (17.2%). Residents 29 years of age and younger only represented 2% of members.
- **Military Service.** Veterans are well represented in BCCs (7.1%), at more than twice the rate that exists in the general County population (3.3%).
- **Individuals with Disabilities.** Individuals with disabilities are represented at a higher rate in BCCs than the County population in general. Thirteen percent (13%) of BCC members indicated living with a disability, compared to approximately 6% of County residents under age 65 years and 10% of the general population.
- **Sexual and Gender Identity.** Most members who responded to the survey identified as heterosexual/straight (91%) and 9% identified as LGBTQ+. Most members (98.7%) identified as cisgender/female or male, and 1.3% identified outside of the binary male-female construct. LGBTQ+ community representation on BCCs parallels national figures, with 7% of Americans

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<sup>4</sup> U.S. Census Bureau QuickFacts (2018-2022) Montgomery County, MD: [U.S. Census Bureau QuickFacts: Montgomery County, Maryland.](#)

<sup>5</sup> U.S. Census Bureau: [Montgomery County, Maryland - Census Bureau Profile.](#)



overall identifying as lesbian, gay, or bisexual and 1.6% of adults identifying with a gender different from their sex assigned at birth.<sup>6,7</sup>

- **Educational Background.** Most BCC members (93%) reported earning a bachelor's and/or graduate degree. This rate is higher than the overall percentage for County residents (60%), indicating an underrepresentation of residents on BCCs who do not hold college or advanced degrees.
- **Income.** Almost three-fourths of BCC members (73.4%) reported household incomes that were near or above the median income of \$125,583 for Montgomery County. A small proportion of BCC members (11.4%) reported household incomes below \$75,000, suggesting an underrepresentation of residents earning lower incomes.
- **Household Composition.** Nearly three-fourths of BCC members (72.5%) reported being married or in a domestic partnership, higher than the proportion of households headed by a married couple in the county (51.6%). Single-family-headed households were underrepresented on BCCs (27.5%). Most respondents (83%) indicated they are homeowners, which is higher than the overall rate for the County (66%).
- **Geographic Region.** The most represented region in the BCCs is Mid-County (30.4%), followed by East County (25.9%), and Bethesda-Chevy Chase (20.5%). The Upcounty region, given its large population, was represented at a lower rate (19.3%) than other areas of the County. The most represented cities included Rockville, Silver Spring, Bethesda, and Gaithersburg, and the least represented city in proportion to its population size is Germantown.

### Board, Commission, and Committee Processes and Member Service History

Ninety-two (92) active boards, commissions, and committees were reviewed at the time of the report. Most BCCs (74%) were advisory in nature; the other boards were adjudicatory (or quasi-judicial) or licensing. Most BCCs are designed to have three-year service terms, as defined in the enabling legislation, to allow new individuals to participate in advising county systems and processes. BCCs request term waivers when members seek to serve beyond the term limit. Thirty-eight (38) BCCs (41%) have positions with no term expiration/life terms, and 15% (n=163) of all available positions do not expire/have life terms — ex officio voting and non-voting, county, public sector, and public positions. Most committee appointments are carried out by the County Executive and confirmed by the County Council, and the Council appoints some committee members. The Office of the County Executive and County Council have staff dedicated to the administration and support of the BCCs.

Boards, commissions, and committees include multiple membership types (i.e., general public/residents of a specific area, field experts, and lived experience experts). Approximately 63% require experts on their BCCs, representing specific agencies or credentials. Approximately one-fourth (24%) of BCCs offer membership for residents who identify as a particular demographic with lived experience (i.e., veterans, low-income residents, parents of children in childcare, youth, senior citizens, people with disabilities). Members are required to complete online training to prepare them to serve in BCCs (e.g., Maryland

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<sup>6</sup> <https://news.gallup.com/poll/389792/lgbt-identification-ticks-up.aspx>

<sup>7</sup> <https://www.pewresearch.org/short-reads/2022/06/07/about-5-of-young-adults-in-the-u-s-say-their-gender-is-different-from-their-sex-assigned-at-birth/>

Open Meetings Act, ethics, and parliamentary training). Terms are staggered for continuity, and to promote participation, members generally are to serve no more than two consecutive full terms and should not serve on more than one BCC simultaneously.

**Recruitment and Selection Practices.** The board, committee, and commission recruitment process can take up to four months. Staff/liaisons are often involved in recruitment and selection processes to fill vacant BCC positions, including advertising vacancies, arranging interviews, and preparing recommendation memos of selected applicants for approval. Vacancy notices are posted on the County's BCC webpage and promoted through methods that include sharing information with networks and community groups, website postings, press releases, public announcements, and social media. BCC members most frequently reported learning about vacancies through the County website and email notifications. BCC staff noted that experience, expertise, and knowledge are the main factors considered when selecting individuals for BCC positions. Individuals' interest, commitment, and availability to serve are also important factors. Several staff/liaisons noted that diversity and representation were important considerations in the selection process. Approximately one-fourth of respondents reported that BCCs consider the community sectors and stakeholders represented, and BCCs that focus on specific populations consider individuals' lived experience.

**Current Appointments.** As of September 10, 2023, more than one-half of BCC positions (57%; n=779) were "active" — filled with members whose terms were not expired. More than one-fourth (28%; n=385) were filled by members whose terms had expired and were waiting to be replaced by new members. Slightly more than one-half (53%; n=572) of positions had been filled through the placement of a new member. Sixty-three (63) members, accounting for approximately 11% of replacement/new members, termed off and filled other positions. Approximately one-third (32%; n=350) of positions were filled through reappointments, meaning that 43% of positions had been filled with existing members or members from other BCCs. This trend, along with 15% of positions that have no term limits, may contribute to a sense that new residents are not cycling through BCCs..

Membership in a BCC is generally limited to two consecutive terms of one to five years. If no other qualified individual is available or other circumstances justify reappointing a member, a term waiver may be requested and granted by the Office of the County Executive. Approximately two-thirds (66.5%; n=470) of members were either in a partial or first full term. According to County Executive records, from 2017 to 2023, members requested 65 term waivers from 30 BCCs. Almost half of waiver requests (n=30) were from members of the public, and most waivers were requested for members' third terms (63%).

### Perceptions of BCC Inclusion and Operations

Members who responded to the board composition survey generally rated the operations of the BCCs they serve as "good" on a scale from "poor" to "excellent." Non-ex officio members rated inclusivity, or welcoming all members of the community and ensuring equity across members' contributions, highest (3.37 out of 4), and member diversity, or membership that represents the diversity of communities in Montgomery County and issues that are relevant to residents, lowest (3.11 out of 4). Average ratings for the operations, inclusion, and diversity dimensions were in the "good" range across racial and ethnic identification of the BCC members. Similarly, ex officio respondents rated their BCCs' diversity of membership (3.23) and perspectives (3.20), inclusivity (3.17), and shared decision-making (3.00) as

“good,” on average. Innovative, forward-looking thinking and solutions discussed in the BCCs to address relevant issues received some of the lowest ratings (3.13 for non-ex officio and 2.96 for ex officio members). The results suggest that members generally felt that their BCCs were welcoming, inclusive of all members, and promoted equity in their contributions, and indicate that there are opportunities to increase the diversity of membership, ideas, and perspectives in the BCCs.

Nearly one-fifth (19%) of the staff/liasons who responded (n=31) thought that the BCCs they manage are diverse. Most staff respondents indicated that their assigned BCCs have not implemented diversity, equity, and inclusion (DEI) initiatives or best practices (50%) and do not track or monitor the demographic composition of the membership (68%). BCCs with intentional DEI efforts engage in diversity, equity, inclusion, and accessibility (DEIA) discussion groups; invite DEI expert speakers; create DEIA task forces and plans; participate in DEI training; assess, monitor, and evaluate membership composition; and prioritize recruiting candidates from underrepresented communities, diverse racial and ethnic backgrounds, and different areas of the County.

Staff/liasons described strengths and challenges related to engaging residents of diverse backgrounds and experiences in BCCs. Staff most frequently described intentional efforts to recruit, interview, and select individuals from underrepresented communities as strengths. Strategies included reaching out personally to encourage them to apply, considering DEI when reviewing applications and interviewing applicants, and advertising positions through a variety of channels such as social media, listservs, volunteers, community organizations, and BCC member networks. Increasing convenience and accessibility to enable individuals to participate (e.g., virtual meetings) were other strategies employed.

Challenges to reaching and engaging residents from underrepresented communities included broadly advertising vacancies and increasing awareness about the BCCs. Staff also discussed barriers to participation, particularly for individuals with limited time, competing demands, or accessibility needs. Meeting locations and formats, and the time commitment of BCCs, can be challenging for individuals who work, have families, or live in certain regions of the County. Language interpretation and translation accommodations for different abilities are challenges, as interviews and meetings are primarily conducted in English. Some staff/liasons also felt that the specialized experience or expertise that some BCCs require or markets that BCCs address can affect individuals’ interest in participating. BCC members recommended expanding advertising, outreach, and recruitment strategies to ensure equity and diversity in BCC membership, such as creating print and digital position announcements in multiple languages and using inclusive language in advertisements. Members also advised offering accommodations to increase ease and comfort of participation in BCCs, including compensation for time, travel, and childcare; virtual meetings; and training for potential members with limited leadership and advisory body experience.

### Conclusions, Considerations, and Recommendations

Boards, commissions, and committees are key mechanisms for local governments to gain insight into the needs of the citizens they serve and represent. Having systems and processes that enable government staff and elected officials to understand the needs, experiences, and perspectives of diverse communities is critical to the well-being of the entire County. While it is sound practice to engage groups who serve the needs of the communities that governments seek to support, these individuals and

entities are often not sufficiently resourced to systematically gather and process data to understand the impact of interventions and decisions. Therefore, it is critical for government bodies to recognize that communities are multi-pronged and complex to effectively engage, understand, and address residents' needs and preferences of residents, particularly those who are underserved.

The member selection study sheds light on how the Montgomery County government and its BCCs can continue to strengthen their engagement of the County's diverse populations. The following strategies are recommended to help ensure the Montgomery County boards, commissions, and committees are well-positioned to garner representative membership and leverage diverse perspectives to build a thriving county.

- **Strengthen existing data collection and management systems, practices, and use of data to inform BCC operations and activities.** Determine how to systematically track and monitor the demographic composition of BCCs and members' participation history to understand trends in member recruitment, selection, and service over time. Consider assessing staff and technological capacity for timely data entry and information sharing, and build upon current steps to enhance data systems, website capabilities, technology, and communication. These efforts can help the County strategically recruit and engage potential members and monitor efforts to ensure advisory bodies are diverse.
- **Employ a broad, active outreach and recruitment strategy to engage Latino, Asian, immigrant, youth, and other underrepresented populations.** Consider deliberately developing outreach plans to educate and prime underrepresented and underserved residents about participating in BCCs, including intentional leadership development and interview preparation. Active outreach, including personal communications and connections with trusted cultural and community groups, can help engage residents. Given the large number of foreign-born/immigrant residents, the County may want to build awareness across generations - youth and beyond. Translating the County's BCC website, application, and materials and hiring bilingual or multilingual staff are ways to reach and engage all communities.
- **Increase accessibility and address barriers to participation in BCCs.** Providing compensation to cover expenses incurred during participation, strengthening interpretation and translation services, ensuring accommodations for people with different abilities, increasing flexibility in meeting options, and offering leadership development training for individuals with limited experience in leadership or government interaction can increase interest, comfort, ability, and opportunities to participate in BCCs. Improving engagement over the long term, expanding outreach beyond existing BCC members' networks to fill seats, and engaging residents as youth also can increase access to BCCs and diversify membership.
- **Deliberately build inclusive climates.** Ensure that BCCs continue to create environments where residents from all walks of life feel welcomed and valued. The County should consider needed resources to encourage BCCs to deepen their understanding and appreciation of one another and their respective communities, including how people's lived experiences and intersecting identities and abilities shape how they perceive the world, their perspectives, ideas, and approaches to solutions.

- **Consider training and capacity needs to enable BCC liaisons and members to share information about their efforts and operations in a timely manner with the public.** Continuing to build the capacity and understanding within BCCs regarding information sharing is important to ensure comprehensive, accurate, and timely data are available. Some confusion and concern among liaisons and members existed about the appropriate information to share, and some BCCs did not have updated information about their work on their websites. Liaisons and members, therefore, may benefit from additional or refresher Maryland Open Meetings Act training, and/or a review of what their BCC is expected to share with the public.
- **Examine the impact of positions that do not expire/are life appointments.** Some boards, commissions, and committees have positions that do not expire/have life terms. This assessment was, in part, commissioned due to the perception that BCC membership does not seem to change much over time. Given this concern, the County may want to consider the impact of positions with no expiration/life terms.
- **Consider a process to assess and revisit the number of boards, commissions, and committees.** The County may want to consider instituting a process to determine the effectiveness of boards, commissions, and committees, and restructure, combine, or dissolve any BCCs as appropriate. BCCs are evolving, and a respondent described the existing number of BCCs as “overwhelming.”

## Section I: Introduction

### 1. Overview

Effective community engagement practices and strong relationships between the community and the government foster equitable public decisions that reflect the needs, concerns, and interests of residents and improve community well-being. Boards, commissions, and committees (BCCs) allow the public to participate in government and are opportunities to engage residents in meaningful ways to address important issues. BCCs enable government bodies and administrations to draw upon citizens' expertise and hear the voices of the residents they serve;<sup>8</sup> therefore, BCC membership that is representative of the local community is critical. Research, however, has found that the voices of communities of color and other historically marginalized or underserved populations are rarely represented, and a narrow group of individuals, which does not adequately reflect the diversity, growth, and evolution of communities, informs policies and decisions.<sup>9</sup>

Given this reality, the Montgomery County Council is interested in accounting for and understanding the selection process and demographic composition of the 92 County boards, commissions, and committees, members' history of BCC service, and ways to strengthen racial equity policies and practices. The Office of Legislative Oversight (OLO) contracted Arcstratta to complete a study on Montgomery County BCC member selection. The guiding questions of the current study are:

1. How are the members of current County boards, commissions, and committees selected?
2. What is the demographic composition of these groups?
3. What is current members' history of involvement in boards, commissions, and committees?

This report summarizes the key findings of the study, including the demographic characteristics of members compared to the larger demographic makeup of Montgomery County (Section 2); an overview of County BCCs, member recruitment and selection processes, history of service of members on commissions, committees, and advisory boards, and requested term waivers (Section 3); and member perceptions regarding BCCs' sense of inclusion and operations (Section 4). The report also presents considerations and recommendations based on the findings to advance equity and inclusivity in BCC processes as well as representation of diverse voices and County residents.

### 2. Methods

The mixed-method study was grounded in research on the structure and effectiveness of local to federal government and other advisory bodies, board and commission member recruitment strategies, racial equity tools, and sociodemographic trends and measures. The research informed the development of the data collection instruments, which included online surveys with BCC members (resident and ex officio) and staff/liasons, as well as key informant interviews with County Executive and Council staff who administer BCCs. The research team also gathered background information about each BCC,

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<sup>8</sup> <https://msa.maryland.gov/msa/mdmanual/26excom/html/00list.html>

<sup>9</sup> <https://diversegreen.org/environmental-experts-of-color-database/>

including the nature of the BCCs (i.e., purpose, structure, responsibilities), types and number of members, term length and limit, and meeting frequency. The County Executive’s Boards, Commissions, and Committees team provided contact lists of BCC members and staff/liaisons, BCC member data collected during their application process, and available BCC information.<sup>10</sup> Exhibit 1 summarizes the data sources and types of information collected.

The contact lists consisted of 1,363 BCC member positions (1,164 filled, 199 vacant) and 77 staff/liaisons. County Executive and Council members and staff were excluded from the member list provided, resulting in 1,039 BCC members contacted and 977 successfully reached for the study (62 emails were undeliverable). OLO staff shared a memo with Department Directors to inform them of the study, and the research team emailed BCC members and staff/liaisons to invite their participation in online member and staff/liaison surveys and staff interviews. The contact list the County Executive’s office provided also included demographic and term information about the person currently filling the position. Historic participation data did not seem to be collected systematically or in a readily accessible and shareable manner. Only the name of the last person who filled vacant positions was included for most vacant positions. The County Executive’s office cautioned that current member data were not fully up to date and some existing data had been lost in their recent transition to a new database. The data the County Executive’s office provided were analyzed along with data the research team collected via surveys.

Descriptive analyses (e.g., frequencies, percentages) were conducted on quantitative data such as demographic information and members’ history of service. Qualitative data from the surveys and interviews were reviewed and coded to identify salient topics and themes.

**Exhibit 1. Sources of Data**

BCC Member Survey	BCC Staff/Liaison Surveys	Administrator Key Informant Interviews	Existing BCC Information
<ul style="list-style-type: none"> <li>• Demographics</li> <li>• Current BCC engagements and impressions</li> <li>• Past participation in BCCs</li> <li>• Recommendations for equity and inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Background about Montgomery County service and employment</li> <li>• BCC processes, practices, and lessons learned</li> <li>• Member tracking processes</li> <li>• Membership data</li> <li>• Recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Roles and responsibilities</li> <li>• BCC administration process strengths and challenges</li> <li>• BCC composition, term, and term waiver tracking</li> </ul>	<ul style="list-style-type: none"> <li>• Demographics</li> <li>• Members and staff/liaisons</li> <li>• BCC types, assignments, and administrative duties</li> <li>• Recruitment, appointment, and confirmation timeline</li> <li>• Member terms</li> <li>• Term waivers</li> </ul>

<sup>10</sup> Some data were limited due to changes in County databases.

## Study Participants

A total of 594 BCC members (61% response rate) and 62 staff/liasons (81% response rate) completed the online BCC surveys, and two County Executive and Council staff who administer BCCs participated in the interview discussions. The demographic characteristics of the BCC members (non-ex officio and ex officio) are detailed in Sections 2 and 3. Staff/liasons of 66 BCCs participated in the study. Based on the staff/liasons who shared additional information about their experience ([number] n=42), most were County government employees (88%; most frequently in the Departments of Health and Human Services and Environmental Protection) and did not serve as BCC members in addition to their staff/liason position (83%). The majority of staff/liasons managed one (60%) or two (30% of 31) BCCs and had up to two years of experience in their role (52% of 33).

## Section II: Demographic Composition of Boards, Commissions, and Committees

Applications for boards, commissions, and committees ask applicants to share demographic information. The requested demographic information includes race and/or ethnicity, gender, home or business address, and in some cases, political affiliation. However, applicants most consistently disclose gender and rarely share their race and ethnicity. The County Executive staff tasked with administering BCCs explained that providing race/ethnic information is treated as optional.

### 1. Racial and Ethnic Composition of All Members (Ex Officio and Non-Ex Officio)

The current assessment and the data the County Executive's Office collects via applications were combined to provide the most accurate picture of the racial and ethnic composition of BCCs. The following two tables include the racial and ethnic information for 688 members, including ex officio members, who shared this information via the county application and the assessment process. However, a sizable portion of members (41%) did not share this information (see Exhibit 2).

**Exhibit 2.** Response to Race and Ethnicity Question by All Member Types

Racial/Ethnic Identity of Members	# of Members	% of Members
Did Not Respond	476	40.89%
White	355	30.50%
Black/African American	192	16.49%
Asian or Asian American	52	4.47%
Hispanic or Latino	49	4.21%
Multiracial	29	2.49%
Middle Eastern or North African	6	0.52%
Religious Identity: Jewish or religious minority not specified	3	0.26%
American Indian/Indigenous/First Nation	1	0.09%
Other	1	0.09%
<b>Grand Total</b>	<b>1164</b>	<b>100%</b>



Of those who shared their race and ethnicity, most identified as White (51.6%) and Black/African American (27.9%). All other racial and ethnic groups were below 10%. The third most reported racial/ethnic identity reported by respondents was Asian (7.6%). Seven percent (7.1%) of members identified as Hispanic or Latino. The representation of Latino and Asian members falls considerably short of U.S. Census figures for these two communities within the county (20.3% and 16.2%, respectively). Four percent of respondents identified as multiracial. The least represented groups included Middle Eastern or North African and American Indian/Indigenous/First Nation; however, to date, the U.S. Census has classified Middle Easterners/North Africans as White and there are not available data for comparison. The representation of American Indian/Indigenous/First Nation members falls in line with U.S. Census figures for the County, 0.9%.<sup>11</sup> Three individuals identified according to their religion (see Exhibit 3).

**Exhibit 3. Racial/Ethnic Identity of All Member Types Who Shared Information**

Racial/Ethnic Identity of Respondents (Members Who Responded)	# of Respondents	% of Respondents
White	355	51.60%
Black/African American	192	27.91%
Asian or Asian American	52	7.56%
Hispanic or Latino	49	7.12%
Multiracial	29	4.22%
-Black/African American, White	3	
-Asian or Asian American, White	3	
-American Indian/Indigenous/First Nation, White	2	
-White, Hispanic or Latino	2	
-Black/African American, Hispanic or Latino	1	
-White, 1/8 Cherokee	1	
-Asian or Asian American, Black/African American, Native Hawaiian or Other Pacific Islander	1	
-White, Middle Eastern or North African	1	
-American Indian/Indigenous/First Nation, Black/African American	1	
-Hispanic or Latino, Middle Eastern or North African, White, Jewish	1	
-Middle Eastern or North African	1	
-Black/African American	1	
Middle Eastern or North African	6	0.87%
Religious Identity: Jewish or religious minority not specified	3	0.44%
American Indian/Indigenous/First Nation	1	0.15%
Other	1	0.15%
<b>Grand Total</b>	<b>688</b>	<b>100.00%</b>

<sup>11</sup> U.S. Census Bureau QuickFacts (2018-2022) Montgomery County, MD: [U.S. Census Bureau QuickFacts: Montgomery County, Maryland.](https://www.census.gov/quickfacts/montgomery-county-maryland)

## 2. Gender Composition of All Members (Ex Officio and Non-Ex Officio)

When examining gender representation in data the County Executive and County Council's office provided, gender identity was not specified for 18.5% (n=253), and no demographic data was provided in the member spreadsheet the County Council's office shared. Among those who disclosed their gender, most identified as women, 44.8% (n=610), and 36.7% (n=500) identified as men.

Limited or no gender data was provided for the following BCCs:

- Agricultural Advisory Committee,
- Board of Appeals,
- Board of Trustees,
- Commission on Common Ownership Communities,
- Committee to Recommend Funding for the Public Election Fund,
- Glen Echo Park Partnerships for Arts and Culture Inc. Board of Directors,
- Interagency Coordinating Board for Community Use of Public Facilities,
- Maryland-National Capital Park and Planning Commission,
- Merit System Protection Board,
- Montgomery County Soil Conservation District,
- Police Advisory Commission, and
- Silver Spring Transportation Management District Advisory Committee.

Within Montgomery County BCCs, membership along gender lines appears concentrated in particular boards, commissions, and committees. Of the 80 BCCs analyzed, only one-fifth (21%; n=17) appeared to have a balanced representation of women and men. BCCs with an odd number of respondents, which also do not make their member information available on their website, were categorized as balanced when there was only one member difference between the two gender categories. While more women disclosed their gender, more BCCs were imbalanced toward male representation (42.5%; n=34). Slightly more than one-third (36%; n=29) of BCCs had more female than male representation.

Of the 34 boards with majority male representation, the represented objectives or industries were of a revenue/financial, infrastructure/built environment, agricultural, fire and safety, law enforcement, and workforce nature. The boards that were primarily represented by women included boards pertaining to social services, specifically related to youth and elderly, childcare services, intellectual and developmental disabilities, domestic violence, human trafficking, drug use, and animal services (see Exhibit 4).

**Exhibit 4. Gender of All Members**

BCCs with Women < 50%	BCCs with Gender Balance = 50%	BCCs with Women > 50%
1. Advisory Committee on Consumer Protection (33.3%; n=9)	1. Animal Matters Hearing Board (42.89%; n=7)	1. Adult Public Guardianship Review Board (100%; n=9)
2. Agricultural Preservation Advisory Board (20%; n=5)	2. Cable and Communications Advisory Committee (44.4%; n=9)	2. Alcohol and Other Drug Addiction Advisory (68.4%; n=19)
3. Alcoholic Beverages Advisory Board (33.3%; n=6)	3. Climate, Energy and Air Quality Advisory Committee (53.3%; n=15)	3. Animal Services Advisory Committee (84.6%; n=13)
4. Bethesda Urban Partnership Inc. Board of Directors (27.3%; n=11)	4. Commission on Landlord-Tenant Affairs (50%; n=12)	4. Board of License Commissioners (60%; n=5)
5. Board of Investment Trustees (36.4%; n=11)	5. Commission on Veterans Affairs (52.9%; n=17)	5. Board of Social Services (83.3%; n=12)
6. Board of Registration for Building Contractors (0%; n=5)	6. Committee Against Hate Violence (50%; n=20)	6. Citizens Review Panel for Children (77.8%; n=9)
7. Building Performance Improvement Board (27.8%; n=18)	7. County-wide Recreation and Parks Advisory Board (47.4%; n=19)	7. Commission for Women (100%; n=15)
8. Cable Compliance Commission (20%; n=5)	8. District of Columbia Water and Sewer Authority Board of Directors (50%; n=4)	8. Commission on Aging (73.3%; n=30)
9. Community Development Advisory Committee (31.6%; n=19)	9. Friendship Heights Transportation Management District Advisory Committee (50%; n=12)	9. Commission on Childcare (75%; n=20)
10. Consolidated Retiree Health Benefits Trust Board of Trustees (44.4%; n=18)	10. Friendship Heights Urban District Advisory Committee (60%; n=5)	10. Commission on Children and Youth (63.2%; n=19)
11. Criminal Justice Coordinating Commission (33.3%; n=30)	11. Historic Preservation Committee (44.4%; n=9)	11. Commission on Health (73.7%; n=19)
12. Department of Permitting Services Advisory Committee (40%; n=15)	12. Housing Opportunities Commission (42.9%; n=7)	12. Commission on Juvenile Justice (62.5%; n=32)
13. Dickerson Area Facilities Implementation Group (30%; n=10)	13. Human Rights Commission (53.3%; n=15)	13. Commission on People with Disabilities (69.7%; n=33)
14. East County Citizens Advisory Board (41.7%; n=12)	13. Interagency Commission on Homelessness (46.2%; n=13)	14. Community Action Board (77.8%; n=18)
15. Fire and Emergency Services Commission (28.6%; n=7)	14. Mid-County Citizens Advisory Board (53.3%; n=15)	15. Domestic Violence Coordinating Council (79%; n=19)
16. Firearm Safety Committee (14.3%; n=7)	15. Silver Spring Urban District Advisory Committee (42.86%; n=7)	16. Early Care and Education Coordinating Entity Board of Directors (Child's Opportunity Alliance) (84.2%; n=19)
17. Forest Conservation Advisory Committee (35.7%; n=14)	16. Solid Waste Advisory Committee (45.5%; n=11)	17. Early Childhood Coordinating Council (93.6%; n=31)
18. Greater Shady Grove Transportation Management	17. Western Montgomery County Citizens Advisory Board (47.1%; n=17)	18. Ethics Commission (75%; n=4)

BCCs with Women < 50%	BCCs with Gender Balance = 50%	BCCs with Women > 50%
District Advisory Committee (20%; n=10)		
19. Pedestrians Bicycle and Traffic Safety Advisory Committee (42.9%; n=7)		19. Human Trafficking Prevention Committee (85.7%; n=14)
20. Planning Board (20%; board website)		20. Intellectual and Developmental Disabilities Commission (68.2%; n=22)
21. Police Accountability Board and Administrative Charging Committee (22.2%; n=9) & 22. Administrative Charging Committee (20%; n=5)		21. Library Board (71.4%; n=14)
23. Property Tax Assessment Appeal Board (20%; n=5)		22. Local Management Board for Children, Youth and Families (84%; n=19)
24. Racial Equity and Social Justice Advisory Committee (47%; n=17)		23. Mental Health Advisory Committee (60%, n=20)
25. Revenue Authority (0%; n=6)		24. Montgomery Cares Program Advisory Board (57%; n=14)
26. Sign Review Board (0%; n=3)		25. Remembrance and Reconciliation Commission (63.2%; n=19)
27. Strathmore Hall Foundation Board of Directors (33.33%)		26. Rustic Roads Advisory Committee (71.4%; n=7)
28. Taxicab Services Commission (18.2%; n=11)		27. Silver Spring Citizens Advisory Board (56.3%; n=16)
29. Upcounty Citizens Advisory Board (36.8%; n=19)		28. Victim Services Advisory Board (76.5%; n=17)
30. Washington Suburban Sanitary Commission (33.3%; n=3)		29. Wheaton Urban District Advisory Committee (60%; n=10)
31. Washington Suburban Transit Commission (0%; n=2)		
32. Water Quality Advisory Group (38.5%; n=13)		
33. White Flint Downtown Advisory Committee (21.4%; n=14)		
34. Workforce Development Board (41.4%; n=29)		
<b>34 (42.5%)</b>	<b>Total BCCs (%) for Each Category 17 (21%)</b>	<b>29 (36%)</b>
	<b>Grand Total 80 BCCs</b>	

Note: Percent for each BCC denotes the representation of women, and the “n” denotes the total number of respondents.

### 3. Geographic Representation of All Members (Ex Officio and Non-Ex Officio)

When examining geographic representation, the most represented cities included Rockville (276 members), Silver Spring (263 members), Bethesda (104 members), and Gaithersburg (94 members). The most represented region is Mid-County (30.5%), followed by East County (25.7%), Bethesda-Chevy Chase (20.5%), and Upcounty (19.3%). Approximately 4% of members reside outside of the County. The most populous Upcounty region (Germantown) had relatively low representation on BCCs (see Exhibit 5).<sup>12</sup>

**Exhibit 5. Geographic Distribution of All Members**

County Region/City	# of Members	% of Members
<b>Mid-County</b>	<b>353</b>	<b>30.53%</b>
Rockville (66,924)	276	23.88%
Wheaton (52,150)	30	2.60%
Olney (35,820)	32	2.76%
Derwood (2,535)	10	0.87%
Sandy Spring-Ashton (5,746)	5	0.43%
<b>East County</b>	<b>297</b>	<b>25.69%</b>
Silver Spring (81,015)	263	22.75%
Burtonsville-West Laurel (approx. 13,948)	23	1.99%
Takoma Park (17,629)	11	0.95%
<b>Western County/Bethesda-Chevy Chase</b>	<b>237</b>	<b>20.50%</b>
Bethesda (68,056)	104	9.00%
Potomac (47,018)	60	5.19%
Chevy Chase (10,176)	37	3.20%
Kensington (18,326)	25	2.16%
North Bethesda (50,094)	11	0.95%
<b>Upcounty</b>	<b>223</b>	<b>19.29%</b>
Gaithersburg (69,657)	94	8.13%
Germantown (91,249)	51	4.41%
Clarksburg (29,051)	18	1.56%
Boyd's (9,538)	17	1.47%
Montgomery Village (34,893)	15	1.30%
Damascus (17,224)	7	0.61%
Dickerson (2,021)	6	0.52%
Poolesville (5,742)	6	0.52%
Darnestown (6,723)	3	0.26%
Laytonsville (572)	3	0.26%
Mt. Airy (9,654)	1	0.09%
Beallsville (176)	1	0.09%

<sup>12</sup> U.S. Census Bureau: <https://data.census.gov/us Bureau Data>

County Region/City	# of Members	% of Members
Barnesville (144)	1	0.09%
<b>Outside of Montgomery County</b>	<b>46</b>	<b>3.98%</b>
<b>Grand Total</b>	<b>1156</b>	<b>100%</b>

Note: The latest U.S. Census figures regarding the population size of each city/town are in parentheses after the city/town's name.

#### 4. Ex Officio Member Demographic Composition

By the nature of their position in an agency or influence in the field, most ex officio survey respondents in Montgomery County are 40 to 50 years old. The age range of this member group, coupled with their agency position or field expertise, leads to most ex officio members being highly educated with a household income of over \$150,000 annually.

The majority, 61%, identify as people of color, which is reflective of Montgomery County's diversity. Latinos and Asians, however, lacked representation reflective of the racial and ethnic composition in the County. The race and ethnicities of ex officio survey respondents are as follows: 39% of respondents identify as White (n=9), 26% identify as Multiracial (n=6), 22% identify as Black or African American (n=5), 9% identify as Hispanic or Latino (n=2), and 4% identify as Asian or Asian American (n=1). Although over 30% of the residents in Montgomery County are immigrants, most ex officio survey respondents were born in the U.S. (84%) and are native English-speaking individuals (88%).

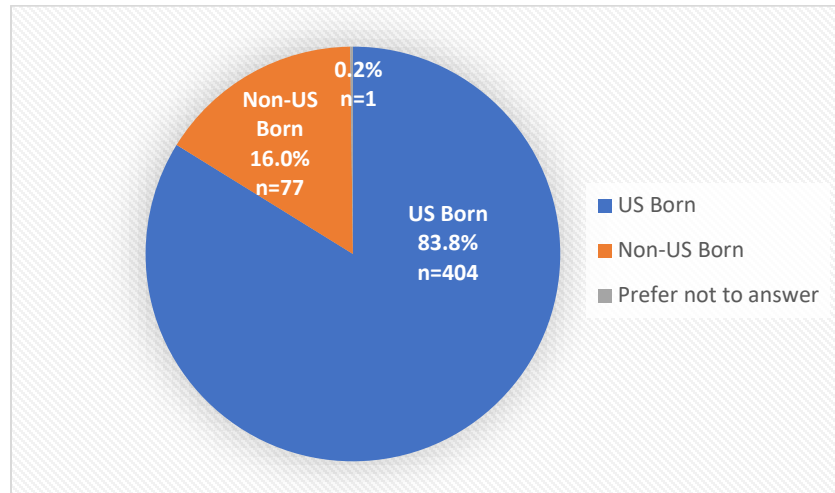
#### 5. Non-Ex Officio Member Demographic Composition

Demographic data regarding the composition of members was collected via a survey administered to BCC members. The survey also asked the name of the BCCs they serve, how they came to learn about BCCs and became members, how they rated the diversity and operations of the BCCs they currently serve, their past involvement in BCCs, and their recommendations for advancing equitable access BCCs. Responses from ex officio and other members were analyzed separately. The following are the findings from non-ex officio member respondents.

##### Nation of Origin and Languages Spoken

In addition to race and ethnicity, members were asked to share if they were born in or outside of the United States. Most non-ex officio member respondents, 84%, indicated they were born in the United States (see Exhibit 6). The majority of the 16% who shared they were born outside of the United States specified their country of origin.

**Exhibit 6. Foreign-born Non-Ex Officio Members' Country of Origin (n=482)**



There was little to no concentration in any one country among the 65 members who shared their country of origin; they listed 35 countries. Members were most commonly from Latin America, Asia, and Europe (see Exhibit 7). However, the Latin American figures included three members who indicated they were foreign-born although they were born in Puerto Rico. If they were removed, the most represented region of origin would be Asia, followed by Europe and Latin America.

Most respondents, 90%, reported English as their native language. The number of members who indicated they spoke languages other than English, 88 (18%), exceeded the number who reported they were foreign-born (n=77).

**Exhibit 7. Foreign-born Non-Ex-Officio Members' Region of Origin**

Region of Origin	# of Respondents	% of Respondents
<b>Latin America</b> (Venezuela, Puerto Rico, Argentina, Peru, Mexico, Bolivia, Ecuador, Guatemala)	15	23.08%
<b>Asia</b> (India, Philippines, China, Myanmar, Vietnam, Pakistan, Bangladesh)	13	20.00%
<b>Europe</b> (Germany, United Kingdom, Italy, France, Hungary, Scotland)	12	18.46%
<b>Africa</b> (Nigeria, Ethiopia, Ghana, Zimbabwe)	11	16.92%
<b>Caribbean</b> (Jamaica, Barbados, Haiti, Trinidad)	6	9.23%
<b>Middle East</b> (Iran, Israel, Saudi Arabia)	5	7.69%
<b>North America</b> (Canada)	1	1.54%
<b>South America</b> (Guyana)	1	1.54%
<b>Australia</b>	1	1.54%
<b>Grand Total</b>	<b>65</b>	<b>100%</b>

## Representation of LGBTQ+ Communities

The survey designed to assess the demographic composition of BCCs included broader and more inclusive questions than the County's application regarding gender and sexual identity. Most members who responded to the survey identified as heterosexual/straight (91%) and 9% identified as LGBTQ+ (see Exhibit 8).

**Exhibit 8. Non-Ex-Officio Members' Sexual Orientation**

Sexual Orientation	# of Respondents	% of Respondents
Heterosexual/straight	405	91.01%
Bisexual	11	2.47%
Gay	10	2.25%
Asexual	8	1.80%
Queer	4	0.90%
Lesbian	3	0.67%
Questioning	2	0.45%
Pansexual	2	0.45%
<b>Grand Total</b>	<b>445</b>	<b>100%</b>

In terms of gender identity, most identified as cisgender/female or male, 98.7%, and 1.3% identified outside of the binary male-female construct as either nonbinary, transgender man, or agender. Most respondents identified as female (56%; see Exhibit 9).

The percentage of members who identify as LGBTQ+ parallels national rates.<sup>13</sup> An estimated seven percent (7%) of Americans identify as lesbian, gay, or bisexual; however, this rate decreases within older age groups. While 17% of adults under 30 years of age identify as lesbian, gay, or bisexual, the percentage decreases to 8% among 30- to 49-year-olds, 5% among 50 to 64-year-olds, and 2% among those who are 65 or older. An estimated 1.6% of adults' gender differs from the sex they were assigned at birth. LGBTQ+ representation within the County's BCCs is in alignment with national estimates.

**Exhibit 9. Non-Ex-Officio Members' Gender Identity**

Gender Identity	# of Respondents	% of Respondents
Female	267	56.21%
Male	202	42.53%
Nonbinary	4	0.84%
Transgender man	1	0.21%
Agender	1	0.21%
<b>Grand Total</b>	<b>475</b>	<b>100%</b>

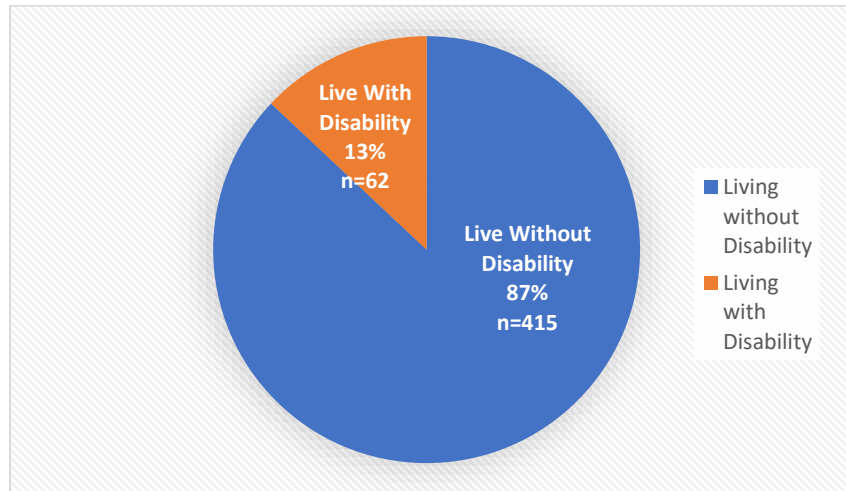
<sup>13</sup> Brown, Anna (June 23, 2023). 5 Key Findings about LGBTQ+ Americans: [Key findings about LGBTQ+ Americans for Pride month | Pew Research Center](#).



### Representation of Individuals with Disabilities

According to the U.S. Census Bureau’s QuickFacts for Montgomery County, 5.5% of the County’s population under 65 years of age and 9.5% of the general population have a disability.<sup>14,15</sup> However, 13% of member respondents indicated they have a disability (see Exhibit 1).

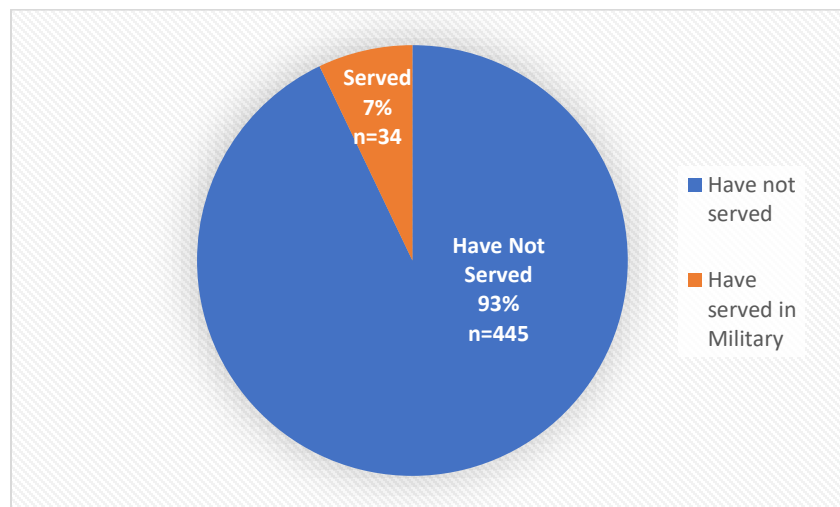
**Exhibit 10. Non-Ex Officio Members with Disabilities (n=477)**



### Representation of Individuals who have Served in the Military

Similarly, there appears to be a higher representation of individuals who have served in the military among BCC members than the general county population. According to U.S. Census Bureau QuickFacts, 35,181 (3.3%) county residents are veterans. However, 7% of respondents indicated they have served in the military (see Exhibit 1).

**Exhibit 11. Military Service Background of Non-Ex Officio Members (n=479)**



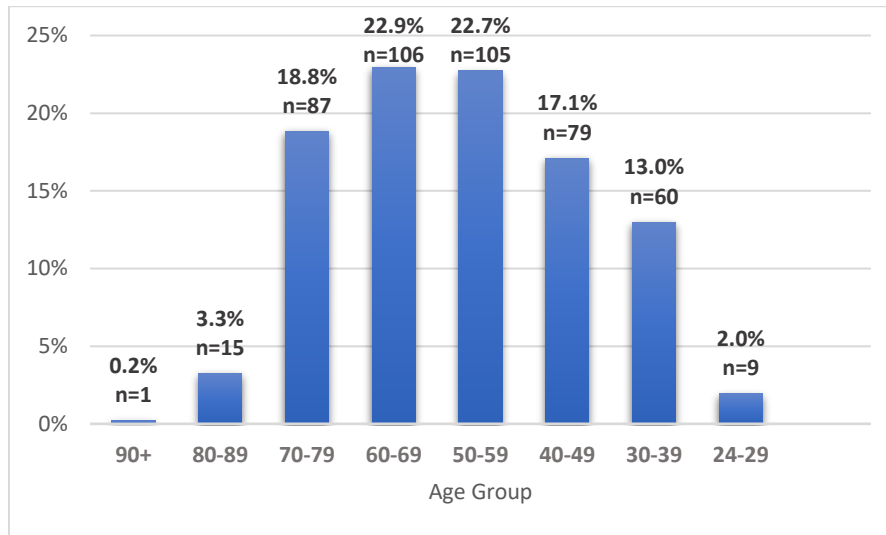
<sup>14</sup> U.S. Census Bureau QuickFacts (2018-2022) Montgomery County, MD: [U.S. Census Bureau QuickFacts: Montgomery County, Maryland.](#)

<sup>15</sup> U.S. Census Bureau: [Montgomery County, Maryland - Census Bureau Profile.](#)

## Age

Members ranged from 24 to 95 years of age. The average age of members who responded to the survey was 56.4 years compared to the County’s median age of 39.7.<sup>16</sup> Slightly more than one-third (33.7%) were 65 or older, which is double the percentage of Montgomery County residents who are 65 or older (17.2%).<sup>17</sup> The most common age was 60 years (4.6%; n=21). The most common age group was 60 to 69 years of age (22.9%), followed by 50 to 59 (22.7%), and 70 to 79 (18.8%; see Exhibit 12).

**Exhibit 12. Age of Non-Ex Officio Members (n=462)**



## Economic & Other Related Indicators

### Household Composition

Members were most commonly married or in a domestic partnership, 72.5%, higher than the 51.6% of households headed by a married couple in the county (see Exhibit 13).<sup>18</sup> Among those who shared the number of children under the age of 18, having no children under the age of 18 (32.8%) was the most common response. Ninety percent (90.5%) of the 189 respondents had zero to two children under 18 years of age (see Exhibit 14).

**Exhibit 13. Non-Ex-Officio Members’ Partnership Status**

Partnership Status	# of Respondents	% of Respondents
Married	318	68.24%
Single, never married or divorced	104	22.32%
In a domestic partnership or civil union	20	4.29%
Widowed	16	3.43%
Separated	8	1.72%
<b>Grand Total</b>	<b>466</b>	<b>100%</b>

<sup>16</sup> U.S. Census Bureau: [Montgomery County, Maryland - Census Bureau Profile.](#)

<sup>17</sup> U.S. Census Bureau QuickFacts (2018-2022) Montgomery County, MD: [U.S. Census Bureau QuickFacts: Montgomery County, Maryland.](#)

<sup>18</sup> U.S. Census Bureau: [Montgomery County, Maryland - Census Bureau Profile.](#)

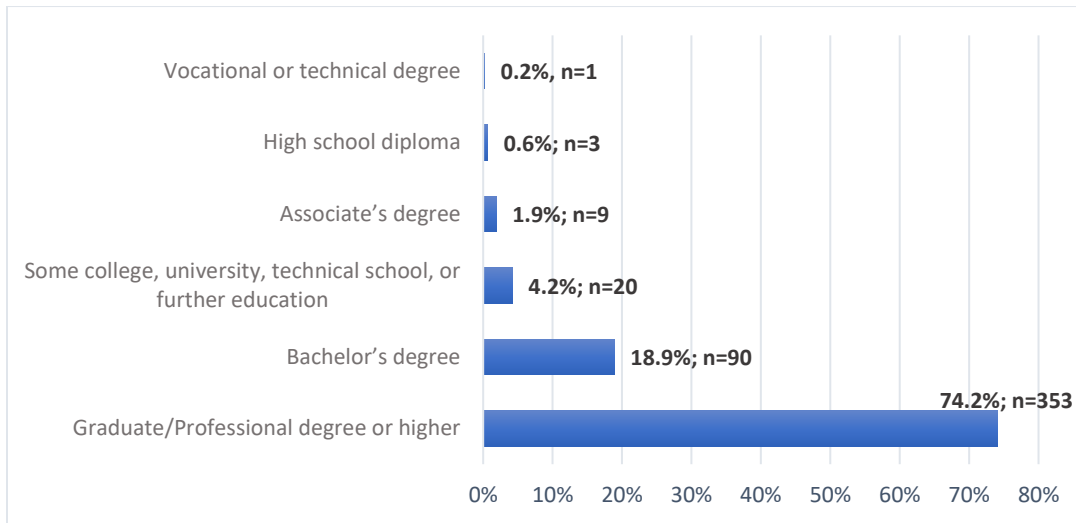
**Exhibit 14. Non-Ex-Officio Members’ Status of Care for Children Under 18**

Number of Children Under 18 Years of Age	# of Respondents	% of Respondents
No children (0)	62	32.80%
One child (1)	51	26.98%
Two children (2)	58	30.69%
Three children (3)	12	6.35%
Four children (4)	4	2.12%
Six children (6)	2	1.06%
<b>Grand Total</b>	<b>189</b>	<b>100%</b>

**Educational Background**

Most non-ex officio members (74%) hold advanced degrees. Ninety-three percent (93%) hold a bachelor’s and/or graduate degree, which is larger than the overall percentage of County residents with a bachelor’s degree or higher (60%).<sup>19</sup> Only thirteen members (2.7%) have a high school diploma, vocational/technical, or associate’s degree (see Exhibit 15).

**Exhibit 15. Non-Ex Officio Members’ Educational Background (n=476)**



**Employment Status**

Respondents were most commonly employed full-time (56.8%), retired (22.6%), or self-employed (12.4%). Only seven (7) respondents identified as homemakers and four (4) as students (see Exhibit 16).

<sup>19</sup> U.S. Census Bureau QuickFacts (2018-2022) Montgomery County, MD: U.S. Census Bureau QuickFacts: Montgomery County, Maryland.

**Exhibit 16. Employment Status of Non-Ex-Officio Members**

Employment Status	# of Respondents	% of Respondents
Employed full-time	271	55.76%
Retired	101	20.78%
Self-employed	46	9.47%
Employed part-time (less than 32 hours)	17	3.50%
Did not respond	17	3.50%
Not working/Looking for work	7	1.44%
Retired & Self-employed	5	1.03%
Homemaker	5	1.03%
Employed part-time (less than 32 hours) & Retired	4	0.82%
Employed part-time (less than 32 hours) & Self-employed	3	0.62%
Employed full-time & Self-employed	3	0.62%
Employed full-time, Employed part-time (less than 32 hours), & Self-employed	2	0.41%
Employed part-time (less than 32 hours), Homemaker, & Student	1	0.21%
Student	1	0.21%
Self-employed & Student	1	0.21%
Employed part-time (less than 32 hours) & Not Looking for work	1	0.21%
Homemaker & Student	1	0.21%
<b>Grand Total</b>	<b>486</b>	<b>100%</b>

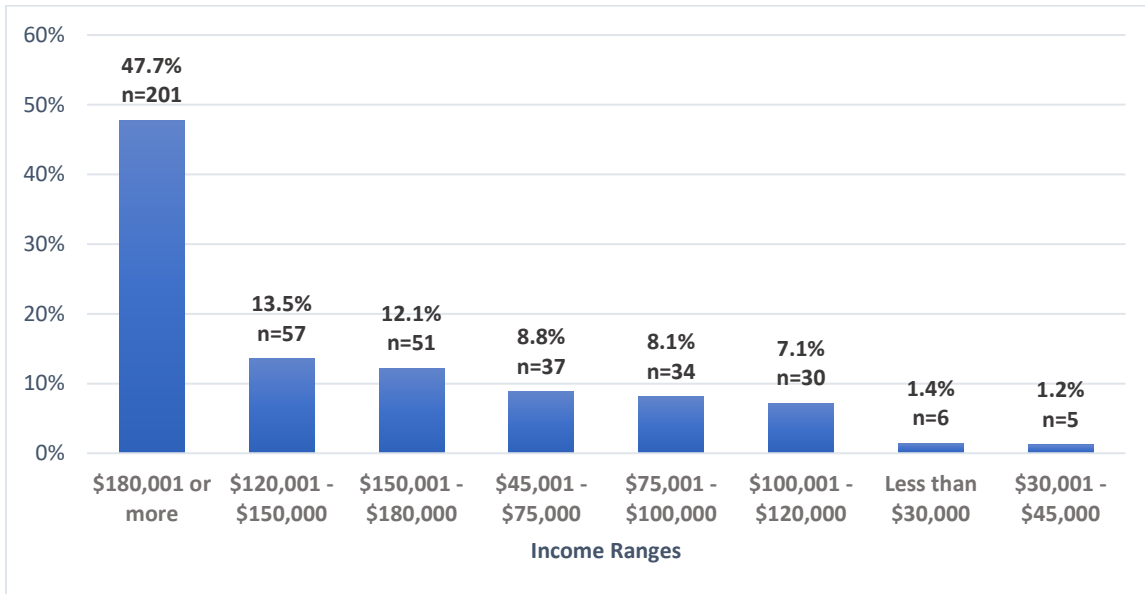
**Income**

According to the U.S. Census Bureau’s QuickFacts for the County, \$125,583 is the median income for the county.<sup>20</sup> Furthermore, according to the 2023 Self-Sufficiency Standard report for Montgomery County, a family of four must earn \$122,943 to make ends meet.<sup>21</sup> The majority of respondents, 73.4%, were approximately at or above this income level. Slightly more than a quarter, 26.6%, had incomes between \$30,001 and \$120,000 (see Exhibit 17).

<sup>20</sup> U.S. Census Bureau QuickFacts for Montgomery County, MD: [U.S. Census Bureau QuickFacts: Montgomery County, Maryland.](#)

<sup>21</sup> University of Washington (2023). The Self-Sufficiency Standard for Montgomery County, Maryland 2023: [MDMontCo2023\\_SSS\(1\).pdf \(montgomerycountymd.gov\).](#)

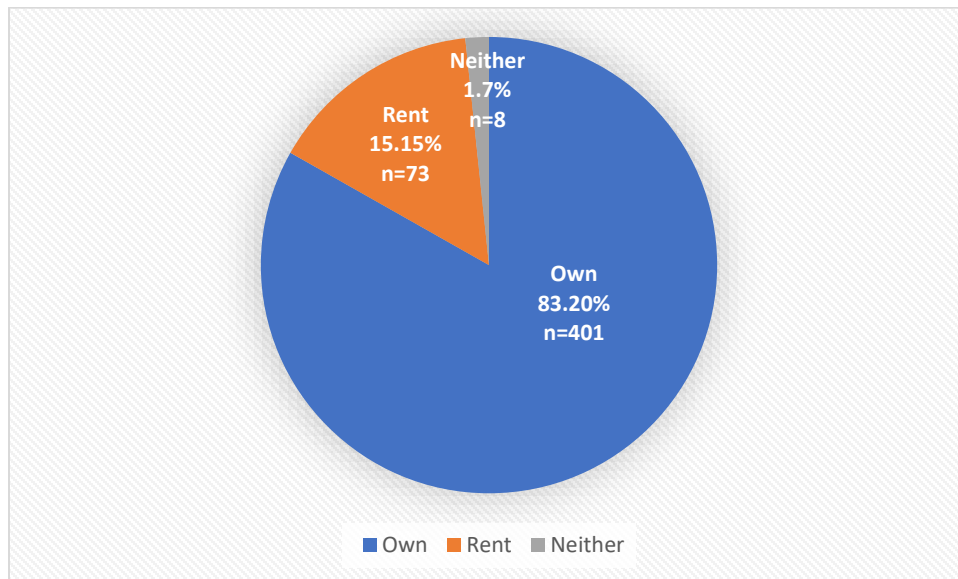
**Exhibit 17.** Annual Household Income of Non-Ex Officio Members (n=421)



**Homeownership**

Most respondents, 83%, indicated they are homeowners, which is higher than the overall rate for the County (65.8%). Fifteen percent (15%) are renters and 1.7% shared they are neither (see Exhibit 18).

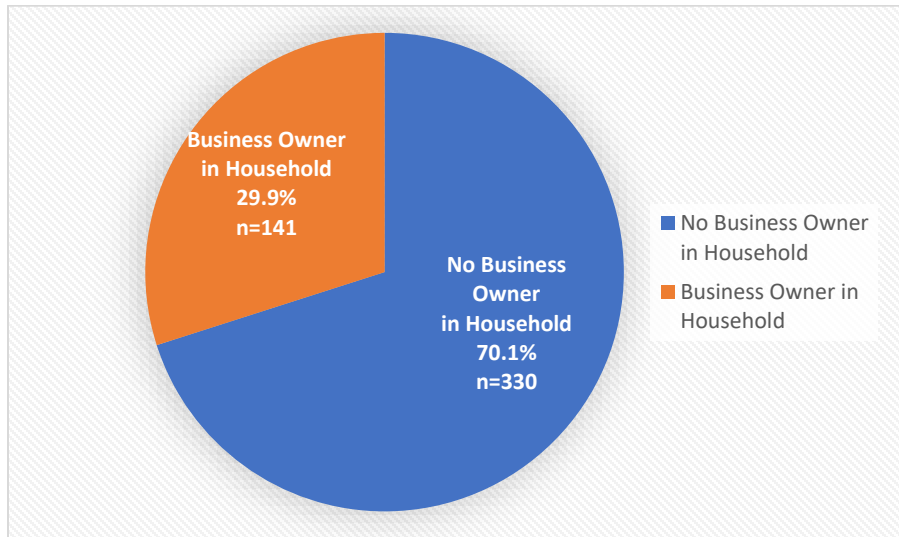
**Exhibit 18.** Homeownership Status Among Non-Ex Officio Members (n=482)



**Business Ownership**

Most respondents reported no one in the home owns a business. However, approximately 30% have a business in the household (see Exhibit 19).

**Exhibit 19. Business Ownership within Non-Ex Officio Member Households (n=471)**



**Industry**

The most represented industries among responding members included health care and social services (19.5%); professional, scientific, and technical services (17.8%); education (17.5%); and legal (14.4%). These industries accounted for 69% of responding members (see Exhibit 20).

**Exhibit 20. Non-Ex Officio Member Employment Industry**

Current Employment Industry	# of Respondents	% of Respondents
Health Care and Social Services	68	19.54%
Professional, Scientific, and Technical Services	62	17.82%
Education	61	17.53%
Legal	50	14.37%
Public Administration	29	8.33%
Real Estate and Rentals	22	6.32%
Arts, Sports, Entertainment, and Recreation	11	3.16%
Information	9	2.59%
Construction	8	2.30%
Banking, Finance, and Insurance	8	2.30%
Religious/Faith-based	5	1.44%
Administrative and Support and Waste Management and Remediation Services	3	0.86%
Transportation and Warehousing: Private and Public	3	0.86%
Transportation, Oil and Gas Pipelines, Sightseeing	3	0.86%
Agriculture, Forestry, Fishing and Hunting	3	0.86%
First Responder	2	0.57%

Current Employment Industry	# of Respondents	% of Respondents
Transportation and Warehousing: Couriers and Messengers, Warehousing and Storage	1	0.29%
Utility Services: Power, Gas, Steam, Water, and Sewage	1	0.29%
Retail: Home, Food, Automobiles, Personal Care	1	0.29%
Manufacturing- Processed Food, Textiles, Clothing	1	0.29%
<b>Grand Total</b>	<b>348</b>	<b>100%</b>

## 6. Comparison of Member and County Demographics

Demographics of BCC members demonstrate that members are generally residents who are well prepared and positioned to learn about, gain access to, and commit to the time and other associated investments needed to participate in a board, commission, or committee. Members were found to be highly educated, positioned well economically, and have household support and minimal childcare demands.

Communities that were in alignment with county or national demographics based on the available data included:

- White and Black/African American residents who account for 58.4% and 20.7% (respectively) of the county’s population, and 51.6% and 28% (respectively) of members who shared their racial/ethnic background;
- The LGBTQ+ community representation parallels national figures;
- Individuals with disabilities are represented at a higher rate than the county population in general;
- Individuals who served in the military/veterans are well represented at twice the rate that generally exists in the county;
- Seniors who are 65 years of age or older are well represented among BCC members, as their participation rate is twice that of their representation in the county; and
- The representation of renters, 15%, is almost at the same level as their broader representation in the County of 19.3%.

The representation of women appears to be a more complex matter. At face value, it appears that women are well represented and engaged at a higher level than men. However, with further examination, it appears that women are engaged in boards in a manner that models stereotypical beliefs and expectations of women in society (e.g., no women are on the Board of Registration for Building Contractors and the Commission on Childcare is comprised of 75% women; see Exhibit 4).

Groups that are currently underrepresented include the following:

- The two racial/ethnic groups that do not appear to be well represented in the county’s BCCs are the Latino and Asian communities, which account for 20.3% and 16.2% of the county’s population (respectively) and only 7.1% and 7.6% (respectively) of members who disclosed this information. Latino residents’ lack of representation is striking given their larger representation of the county’s population.

- The foreign-born population also appears to be substantially underrepresented in BCC membership, given this community accounts for nearly one-third of the County (32.7%), yet only half of that proportion (16%) among members who disclosed their country of origin.
- Younger residents — 29 years of age and younger — are also lacking in BCCs as they only represented 2% of members.
- Single-family-headed households were also underrepresented at just 27.5% of households.
- Although the rate of residents with bachelor’s and advanced degrees in the county is high at 60%, the proportion is substantially higher among BCC members (93%), indicating an underrepresentation of residents who do not hold college or advanced degrees.
- Residents with household incomes below \$75,000 (11%) were also lacking in BCC membership; and
- The Upcounty region, given its large population, was represented at a lower rate (19%) than other areas of the county.

### Section III: Inventory and Practices Among Montgomery County Boards, Commissions, and Committees

A total of 92 boards with 1,102 available positions were identified using the County’s board, commission, and committee website and data shared by the County Executive and Council’s Office. The County Executive’s Office, however, explained that they recently changed their data tracking system and lost some data in the process. Furthermore, the list of members that County Council staff provided appeared incomplete. The data the County Executive’s Office provided was as of September 10, 2023. Available websites and online information were used to compile a list of existing BCCs and their structure and practices.

#### 1. Inventory of BCCs

The majority of the BCCs, 74%, are advisory in nature and include multiple membership types (i.e., general public/residents of a specific area, field experts, and lived experience experts). Other boards are considered adjudicatory (or quasi-judicial), grant licenses, grant zoning variances, are bi-county, and/or are semi-private. Most boards have public members, but many have other types of members ranging from ex officio to professionals in various fields who serve as representatives of organizations or interests that align with the mission of the board. Some BCCs require members to complete a public financial disclosure statement, and nine (9) pay members.<sup>22</sup> A few boards include youth members.

The BCCs are designed as a partnership between the county and its residents. They offer the public an opportunity to participate in county government while providing the county with a mechanism for learning how to serve the community better. Of the 92 BCCs, 86% offer membership opportunities to the general public, allowing members to provide input on the systems that shape their lives. Most BCC positions are designed with three-year terms (83%), and many BCCs intend for members to serve two of these three-year terms, as defined in the enabling legislation. This practice allows for new individuals to

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<sup>22</sup> *Montgomery County’s Boards, Committees, and Commissions* presentation.



advise county systems and processes, though some members serve one-, two-, four-, or five-year terms. BCCs request term waivers when they want members to serve beyond the two-term limit.<sup>23</sup>

While the BCCs provide access for the general public to advise the county government, other membership positions within the BCCs guide and influence their direction. Approximately 63% require experts on their boards, commissions, and committees, which often include representatives of specific agencies and, to a lesser degree, residents with specific credentials (e.g., architects, conservationists). BCC position information provided by the County Executive’s Office included 38 BCCs (41%) that have positions with no term expiration/life terms. Of all available positions, 15% (n=163), do not expire/have life terms (Exhibit 21). The positions are classified as ex officio voting and non-voting, county, public sector, and public positions (see Appendices A, B, and C for a list of BCC positions and descriptions).

**Exhibit 21.** Summary of BCC Positions with Expiring and Non-Expiring Terms

Expiring vs Non-Expiring Position Terms	# of Positions	% of Positions
Term Expiration	939	85.21%
No Term Expiration/Life Term	163	14.79%
<b>Grand Total</b>	<b>1102</b>	<b>100%</b>

A smaller portion of BCCs, 24%, offer membership for the general public who identify as a particular demographic (i.e., veterans, low-income residents, parents of children in childcare, youth, senior citizens, people with disabilities). These members, identified as “specific representation” in the table in Appendix A, offer critical insights to the BCCs that require lived-experience expert members; 95% serve alongside experts in the field. The mixed-member group allows lived experience and field experts to collaborate and develop solutions to community problems.

## 2. BCC Practices, Structure, and Administration

The law, resolution, or executive order on which the BCCs are based (i.e., County, State, Federal law) guide their purpose, membership, and function. Boards, committees, and commissions are created by County law as State and Federal law require. County Executive and/or County Council action initiates most BCCs. Within the County Executive’s Office a team of staff provides administration for BCCs, while administrative activities for the County Council are part of an existing staff position with other responsibilities.

Most committee appointments are carried out by the County Executive and confirmed by the County Council. However, the Council appoints some committee members. The Office of the County Executive and County Council have staff dedicated to the administration of the county government’s boards, committees, and commissions. The County Executive’s team appears to be staffed with higher-level, experienced staff, and does not seem to have staff dedicated to data collection and management. Dedicated staff could provide data entry support, assisting BCCs by sharing information with the public to provide transparency and remain compliant with the Maryland Open Meetings Act. They could also maintain and share current and historical membership data.

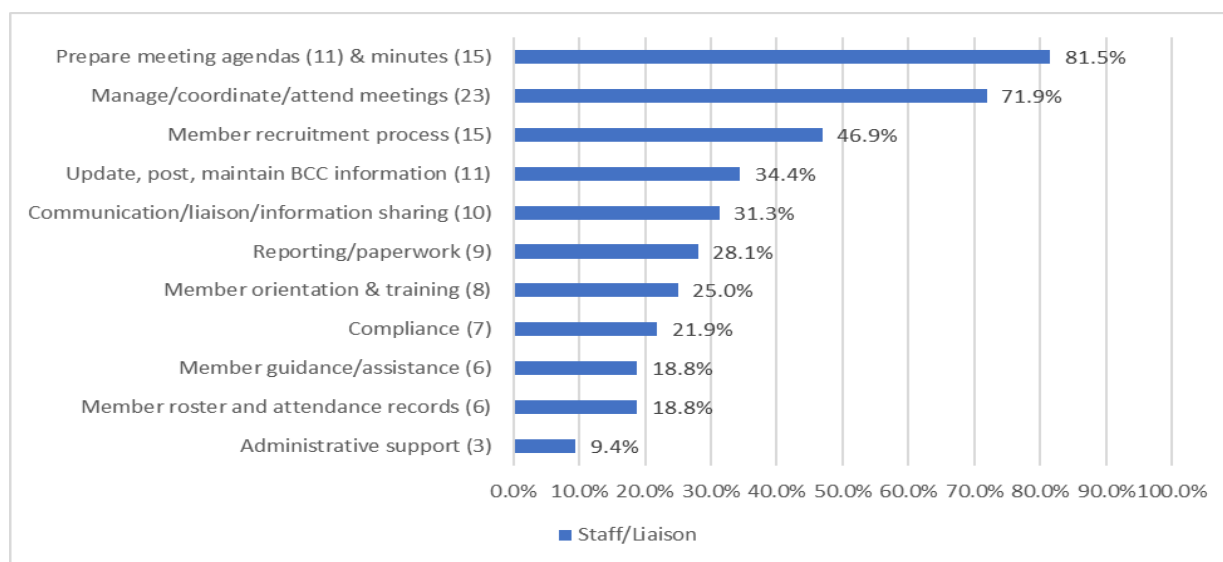
<sup>23</sup> Office of the County Executive communication.

All members are required to complete online training to prepare them to serve in BCCs, including Maryland Open Meetings Act Training, Montgomery County Ethics Law Training, and parliamentary procedure training, within 90 days of their appointment. Members are required to attend approximately 75% of BCC meetings, and not miss more than three consecutive meetings for consistency. Terms are staggered for continuity, and individuals generally are to serve no more than two consecutive full terms or serve on more than one BCC simultaneously to promote participation.<sup>24</sup>

### 3. Role of BCC Staff/Liaisons

The County Executive and County Council designate staff to serve as staff/liaisons for BCCs. Department or agency leadership provides supervision to staff/liaisons. Their role is intended to assist with meetings, including distributing meeting notifications, recording minutes, disseminating meeting materials, and recordkeeping.<sup>25</sup> Consistent with this intended role, most staff/liaisons reported that their support to BCCs entails coordination and management of regular body meetings, including attending meetings, coordinating the in-person meeting space or virtual meeting format, scheduling speakers, providing equipment, and arranging special accommodations and accessibility resources (e.g., interpreters). Staff/liaisons also specified preparing agendas and minutes for the meetings; maintaining and posting BCC information (e.g., calendar, meeting dates on the County website); keeping the members and County agencies apprised of events and activities; and preparing annual, quarterly, operations, financial, and other required reports and documents. Several respondents ensured that members completed required orientation, training, and registrations (e.g., Maryland Open Meetings Act, Montgomery County Ethics Law, basic parliamentary procedure) and that the BCCs comply with laws and policies. In addition to assisting current membership, staff/liaisons were also commonly involved in recruitment and selection processes to fill vacant BCC positions, including advertising vacancies, scheduling and attending interviews, and preparing recommendation memos of selected applicants for approval. Exhibit 22 summarizes the support staff/liaisons provide.

**Exhibit 22. BCC Staff/Liaison Responsibilities (n=32)**



<sup>24</sup> Montgomery County's Boards, Committees, and Commissions presentation.

<sup>25</sup> Montgomery County's Boards, Committees, and Commissions presentation.

#### 4. Recruitment and Selection Processes

The board, committee, and commission recruitment process can take up to four months. The recruitment process generally is confidential; however, appointments sent to the County Council are published on the Council's agenda before confirmation. Vacancy notices are posted on the County's BCC webpage, and applicants can apply online by submitting a cover letter and resume.<sup>26</sup>

BCC staff/liaisons described the process to fill vacant board, committee, and commission seats. Vacant positions are promoted through a variety of means to recruit interested individuals. Staff often noted that members are encouraged to share information with networks (11 of 32 respondents, 34%). The Office of County Executive BCC department representative/County Executive's Office and BCC staff also advertise positions (25%). Respondents reported that positions are posted on websites (e.g., County, BCC, and MCPS Volunteer; 22%); via press releases and public announcements (e.g., to news media; 16%); shared with community groups or organizations (16%); via social media (13%); County department listservs and e-blasts (9%); and newsletters (6%). However, County Executive staff who administer BCCs shared that they do not yet promote vacancies via social media platforms.

<p style="text-align: center;"><b>Recruitment:</b> <b>Primary Advertising Channels</b></p> <ul style="list-style-type: none"><li>• BCC members</li><li>• Office of the County Executive</li><li>• BCC staff</li><li>• County websites</li></ul>
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According to BCC member survey respondents conducted among BCC members, most (64%; n=172) reported that they learned about a vacancy through the county's outreach and other sources that promoted the county's notices. The county website (23%; n=40) and email notifications (22.7%; n=39) were the most frequently reported outreach sources by respondents who learned about vacancies through the county's outreach efforts. The remainder of respondents, 36% (n=98), learned about and applied for vacant positions through their personal network (i.e., colleagues, friends, family members, community members, county staff, county council members, and current and former BCC members). Existing or former BCC members (22%; n=22) and colleagues (18%; n=18) were the most frequently reported outreach sources from respondents who learned about vacancies through their personal networks.

BCC staff/liaisons explained that they review and screen submitted resumes and letters of interest and schedule interviews; incumbents who reapply are not interviewed. A nominating or interview committee comprising board members, board chair, and directors conducts interviews. BCC staff/liaisons may help the committee develop interview questions and interview applicants. The committee reviews candidates, deliberates, and selects candidates to recommend for the BCC. Staff/liaisons prepare and submit recommendation memos, which may consist of a list of recommended candidates for approval, selection criteria and justification, and a summary of the current board composition, to the Office of the County Executive for approval. Appointments are subject to confirmation by the County Council.

Staff noted that experience, expertise, and knowledge are the main factors considered when selecting individuals for BCC positions. Staff most frequently said that the qualifications, skills, and background needed to strengthen the BCCs (10 of 31 respondents, 32%) and knowledge of the BCCs' areas of focus (25%) are considered. Three respondents stated that the ability to communicate and collaborate and a positive demeanor are important to effectively work with the government and public as well. Three

<sup>26</sup> *Montgomery County's Boards, Committees, and Commissions* presentation.

respondents also cited that County codes, membership requirements, and qualification standards are key considerations. BCCs that have experienced a high number of vacancies and low participation selected everyone who applies to fill positions (e.g., Forest Conservation Advisory Committee, Water Quality Advisory Group). Staff also noted that individuals' interest and commitment to serve were important factors, particularly their time availability and ability to commit to a full term.

Several staff/liaisons noted that diversity and representation were important to consider in the selection process. Approximately one-fourth of respondents reported that BCCs consider the community sectors and stakeholders represented, and BCCs that focus on populations such as older adults, people with disabilities, and veterans consider individuals' lived experience. BCCs such as the Glen Echo Park Partnership Board of Directors, Library Board, Strathmore Hall Foundation Board of Directors, and Commission on Veterans Affairs consider demographic representation in terms of geography, race and ethnicity, gender, and age. The Commission on Veterans Affairs also reportedly considers inclusion in terms of sexual orientation. The County's website states that the appointing authority considers diversity of background and professions; geographic, gender, and ethnic balance; and relevant experience and expertise in making appointments.

Most staff respondents indicated that their assigned BCCs have not implemented diversity, equity, and inclusion (DEI) initiatives or best practices (50%) and do not track or monitor the demographic composition of the membership (68%). Staff reported that BCCs with intentional DEI efforts engage in diversity, equity, inclusion, and accessibility (DEIA) discussion groups; invite DEI expert speakers; and have created a DEIA task force and plan, participate in training related to DEI, and conduct membership composition assessments and evaluations. Staff of four BCCs also reported that the bodies consider DEI in recruitment, prioritizing recruiting candidates from underrepresented communities, diverse racial and ethnic backgrounds, and different areas of the County (e.g., Agricultural Advisory Committee, Mid-County Citizens Advisory Board). Methods to monitor the demographic composition of the bodies include charts that track members' race, ethnicity, gender, and geographic location; matrices of needed and desired board member criteria that include diversity; and questionnaires and assessments.

#### **BCC Staff/Liaison Data Tracking and Sharing**

BCC staff/liaisons were surveyed regarding their existing BCC membership, the tracking of their membership, and making BCC information publicly available. Almost two-thirds (64%; n=27) of those who responded indicated their BCCs track membership information either digitally or in hardcopy form. However, over a quarter (29%; n=12) do not track their membership and two were unaware if membership information is tracked. Most BCC staff/liaisons did not specify how they track membership information (36%; n=15). Only 17% specified that they track the information digitally and 12% indicated that they retain it in hardcopy form. Liaisons who track information reported that they have five to 43 years of membership data.

With respect to ensuring the activities of the BCC are made publicly available, most respondents (83%; n=35) indicated information regarding BCC activities is up to date on their respective websites (member list, meeting minutes, and annual reports). In the review of BCC websites, however, the research team found that the information provided was not consistent across BCCs and often was not up to date. The 17% (n=7) that indicated their information is not up to date shared the challenges they experienced, which included:

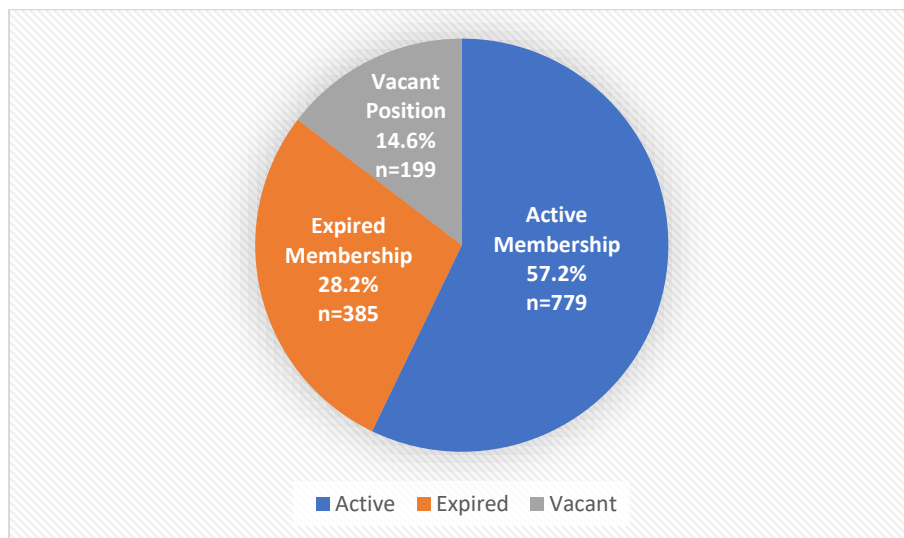
- Annual reports are not available because the BCC has not met in years;

- Role transition impacted their ability to keep information up to date;
- Their office does not have administrative support for these tasks;
- The BCC does not post annual reports on its site;
- The BCC does not have a site on which it can share information;
- The BCC has had trouble meeting quorum, which has delayed the approval of minutes and annual report;
- They engage in little activity; and
- They are unclear as to whether they should share all existing members on the BCC site.

## 5. Snapshot of Term Patterns

The County Executive’s Office provided data that allowed for analysis of BCC practices. Exhibit 23 provides insights into the status and filling of positions as of September 10, 2023. More than half of BCC positions (57%; n=779) were “active” — filled with members whose terms were not expired. More than one quarter (28%; n=385) were filled by members whose terms had expired and were waiting to be replaced by new members. Almost 15% (n=199) of positions were vacant.

**Exhibit 23.** Status of BCC Member Terms: Active, Expired, Vacant, as of September 2023 (n=1,363)



Slightly more than one-half (53%; n=572) of positions had been filled through the placement of a new member. The research team assessed the proportion of members who are cycling through BCCs by analyzing the list of individuals who termed off positions and who filled new positions, as member data that were shared did not include past participation in BCCs. Sixty-three (63) members, accounting for approximately 11% of replacement/new members, were found to have termed off and filled other positions. Approximately one-third (32%; n=350) of positions were filled through reappointments, meaning that 43% of positions had been filled with existing members or members from other BCCs. This trend, along with 15% of positions that have no term limits, may contribute to a sense that new residents are not cycling through BCCs. Fifteen percent (15%, n=152) of positions were newly created positions (see Exhibit 24).

**Exhibit 24.** *How Positions Were Filled, as of September 2023*

How Positions Filled as of 9/2023	# of Members/Positions	% of Members/Positions
Replacement	572	53.06%
Reappointment	350	32.47%
New Position	152	14.10%
Other	2	0.19%
Previously Vacant position	2	0.19%
<b>Grand Total</b>	<b>1078</b>	<b>100%</b>

Approximately two-thirds (66.5%; n=470) of members were in either a partial or first full term — new to their position. As previously discussed, 15% of positions have no term expiration. The remaining members were most commonly in their second term (13.8%). Few members (4.7%, n=51) were in their third term or beyond; four individuals held six or seven terms (see Exhibit 25).

**Exhibit 25.** *Terms of Existing Members, as of September 2023*

Member Terms as of 9/2023	# of Members	% of Members
First Full Term	470	43.24%
Partial Term	253	23.28%
No Term Expiration/Life Term	163	15.00%
Second Term	150	13.80%
Third Term	32	2.94%
Fourth Term	10	0.92%
Fifth to Seventh Term	9	0.83%
<b>Grand Total</b>	<b>1087</b>	<b>100.00%</b>

Among the non-ex-officio member survey respondents, 21 appeared to be members on more than one board, commission, or committee. Most (n=20) appeared to be on two BCCs and one appeared to be on three boards. Existing data tracking system does not seem to easily track or flag membership in more than one BCC.

## 6. Term Waiver Use Over the Past Five Years

Per the Montgomery County Code Sec. 2-148, BCC membership is generally limited to two consecutive terms of one to five years. However, if no other qualified individual is available or other circumstances justify reappointing a member (e.g., a direct request from the nominating entity), a term waiver may be requested and granted by the Office of the County Executive.

According to County Executive Office records, BCC members requested several term waivers from 2017 to 2023. As shown in Exhibit 26, 65 term waivers were requested by 30 BCCs.

**Exhibit 26. Term Waiver Requests by BCC, 2017 - 2023**

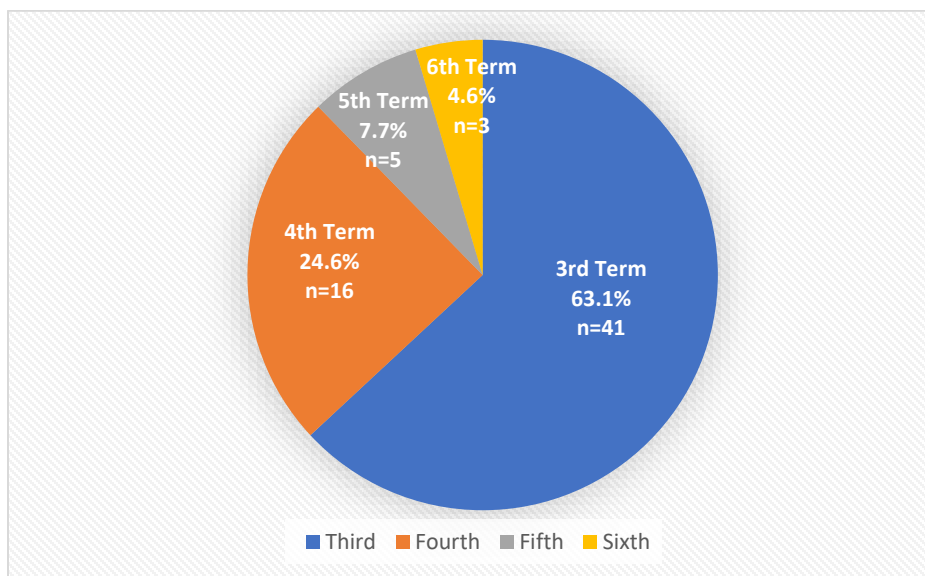
Name of BCC	Year							Total
	2017	2018	2019	2020	2021	2022	2023	
Adult Public Guardianship Review Board		3			1			4
Agricultural Advisory Committee					1			1
Alcohol and Other Drug Addiction Advisory Council		1	1			1		3
Animal Matters Hearing Board			1		1			2
Board of Registration for Building Contractors				1		2		3
Commission on Juvenile Justice					1			1
Commission on Landlord-Tenant Affairs				1				1
Commission on People with Disabilities			1		1			2
Commission on Veterans Affairs		1						1
Committee Against Hate/Violence		1			2			3
Criminal Justice Coordinating Commission					2			2
East County Citizens Advisory Board			1				1	2
Fire and Emergency Services Commission		1	1					2
Historic Preservation Commission		2	1					3
Human Rights Commission		2	3					5
Mental Health Advisory Committee		1			2	1	1	5
Montgomery Cares Program Advisory Board		2						2
Pedestrian, Bicycle and Traffic Safety Advisory Committee			1		1			2
Revenue Authority	1	1		1	1			4
Sign Review Board			1					1
Silver Spring Citizens Advisory Board		2						2
Silver Spring Transportation Management District Advisory Committee		1						1
Silver Spring Urban District Advisory Committee		1				1		2
Solid Waste Advisory Committee		1						1
Strathmore Hall Foundation Board of Directors		1						1
Upcounty Citizens Advisory Board						1		1
Water Quality Advisory Committee			1	1	1			3
Wheaton Urban District Advisory Committee			1					1
White Flint Downtown Advisory Committee					1			1
Workforce Development Board					1	2		3
<b>TOTAL</b>	<b>1</b>	<b>21</b>	<b>13</b>	<b>4</b>	<b>16</b>	<b>8</b>	<b>2</b>	<b>65</b>

The BCCs with the most waiver requests include the Human Rights Commission and the Mental Health Advisory Committee with five term waiver requests, followed by the Adult Public Guardianship Review Board and the Revenue Authority, each with four waivers in the last six years. All other BCCs had three or fewer term waiver requests. Across BCCs, the most waivers were requested in 2018 (32%), 2021 (25%), and 2019 (21%).

Data from the Office of the County Executive also provides insight into the types of members requesting term waivers. Almost half of waiver requests (n=30) were from “members of the public,” while a smaller number were Montgomery County “residents” (n=4) or representatives of small or large businesses (n=5). Other member types represented include professors, other commission members, technical experts, state government officials, veterans, and relatives of persons with disabilities.

While most waivers were requested for members’ third terms (63%), others sought waivers for their fourth (25%), fifth (8%), and sixth (4%) terms (see Exhibit 27).

**Exhibit 27.** Term Number for Which Waiver Was Requested (n=65)



## Section IV: Perceptions of Boards, Commissions, and Committees

### 1. Non-Ex Officio Members’ Perceptions of County BCCs on Which They Serve

Non-ex-officio members (n=380) from 91 of 92 BCCs rated the boards, committees, and commissions on which they serve. The only BCC to not receive any ratings was the Board of Education and Compensation Committee. Members rated the BCCs they serve along the following five dimensions on a four-point scale, ranging from “poor” to “excellent”:

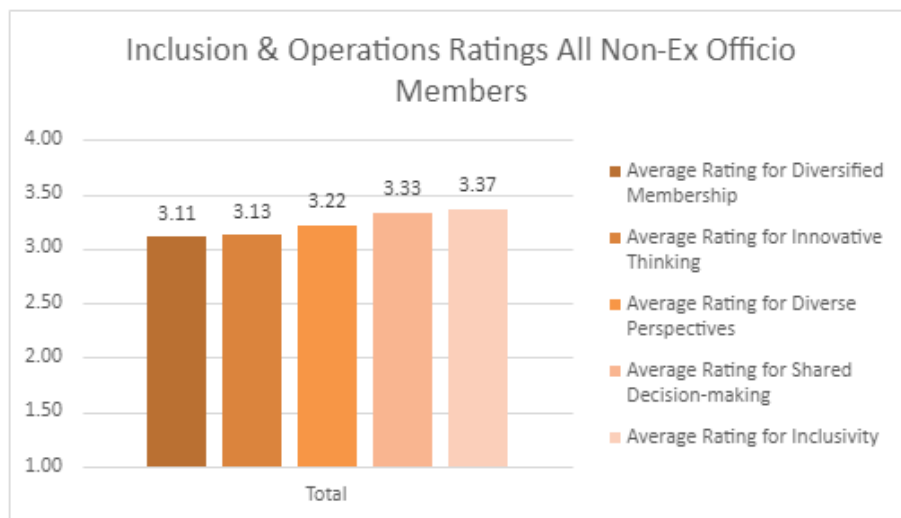
- Diversified membership — members represent the diversity of communities in Montgomery County and issues relevant to residents;



- Diverse perspectives — there is a diversity of perspectives among members that ensures the experiences of those tasked with solving the problem/task at hand and impacted communities are well represented;
- Innovative thinking — members introduce forward-looking, fresh solutions that have the potential for or have demonstrated significant impact;
- Inclusivity — the body is inclusive and welcoming to all members of the community, and there is equity across members’ contributions;
- Shared decision-making — all members are provided with an opportunity to be involved in decision-making. Decision-making procedures are effective.

Non-ex officio members who responded to the board composition survey generally rated operations of the BCCs they serve as “good,” with ratings ranging from 3.11 to 3.37. BCC membership diversity (3.11) and innovative thinking (3.13) received the lowest rating of the five dimensions, followed by diverse perspectives (3.22), shared decision-making (3.33), and inclusivity (3.37; see Exhibit 28).

**Exhibit 28.** Non-Ex Officio Ratings of BCC Sense of Inclusion & Operations

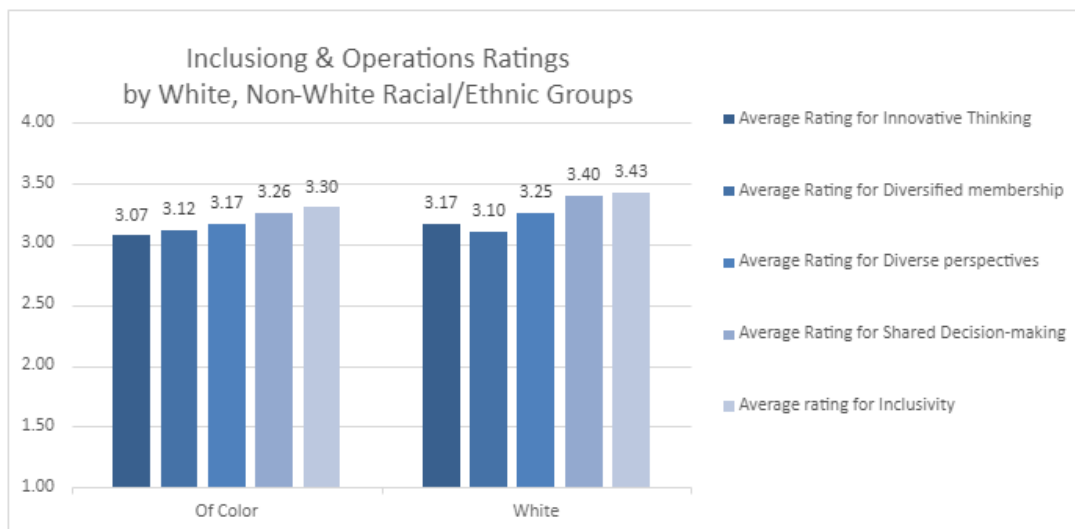


Similarly, when examined by racial and ethnic groupings, ratings for all dimensions remained “good.” Members who identified as white provided higher ratings than members who identify with groups of color (Black/African American, Hispanic or Latino, Asian or Asian American, Middle Eastern or North African, American Indian/Indigenous/First Nation, Multiracial, Other), apart from their rating for diversity of membership. Members categorized as “of color”/non-white provided similar ratings on average to members who identified as white regarding the diversity of BCC membership (3.12 and 3.10, respectively). However, members of color provided slightly lower ratings for the other dimensions — innovative thinking (3.07), diverse perspectives (3.17), shared decision-making (3.26), and inclusivity (3.30). The difference in ratings was largest for shared decision-making, but the differences were not statistically significant.<sup>27</sup> Innovative thinking was rated the lowest by members classified as “of color” (3.07), while white members rated the diversity of BCC membership the lowest. Both groups rated the dimension of inclusivity the highest (3.30 and 3.43; see Exhibit 29). The results suggest that survey participants generally felt their BCCs were welcoming, inclusive of all members, and promoted equity in

<sup>27</sup> At the  $p < .05$  level

their contributions. The findings also suggest that diversity of membership, ideas, and perspectives can continue to be enhanced in the BCCs.

**Exhibit 29. Non-Ex-Officio Ratings of BCC Sense of Inclusion & Operations by Race/Ethnicity**



*Note:* Three members who did not disclose their race/ethnicity and only shared their religion were not included in the analysis.

## 2. Ex Officio, Liaison/Staff, and Administrator Perceptions of Boards, Commissions, and Committees

Ex officio BCC members agree to serve because their expertise is needed or the agency they represent is required to report on its activities and progress. Depending on the BCC’s bylaws, ex officio board members may hold the right to vote.

### Ex officio Member Perceptions

Ex officio members shared their impressions about the diversity, inclusion, and operations of BCCs (n=30 responses about 22 BCCs). On average, ex officio members felt that BCCs represent diverse perspectives and reflect the diversity of Montgomery County communities, rating them in the “good” range (3.23 and 3.20, respectively, out of 4). Members rated an inclusive and welcoming environment and shared decision-making of the BCCs slightly lower but still in the “good” range (3.17 and 3.00, respectively). Innovative, forward-looking thinking and solutions discussed in the BCCs to address relevant issues was rated lowest (2.96 out of 4). Although most ratings about BCCs’ diversity and inclusion were “good” or “excellent,” 27% of members’ responses were “poor” or “fair,” reflecting an opportunity for improvement.

### Staff/Liaison perceptions

Staff/liaisons also shared their impressions about how well BCCs reflect the diversity of Montgomery County communities. Nearly one-fifth (19%) of the staff/liaisons who responded (n=31) thought that the BCCs they manage are diverse. Some of the staff, however, suggested that diversity was organic given the nature of the BCCs (e.g., Board of Social Services, Commission for Women) rather than due to focused recruitment and outreach strategies. Exhibit 30 summarizes recruitment successes and challenges cited, which pertain to marketing vacant positions, recruitment and application process, and

factors that affect interest and participation in BCCs. Staff most frequently described intentional efforts designed to recruit, interview, and select individuals from diverse backgrounds. These efforts included personally reaching out to individuals from underrepresented communities to encourage them to apply and considering DEI when reviewing applications and interviewing applicants (23%, n=7). One respondent stated that the board “[gives] weight to diversity when we do get applicants that help to diversify the board.” Approximately one-fifth of the respondents also cited that advertising positions through a variety of channels such as social media, listservs, volunteers, and community organizations has helped broaden the reach into communities throughout the County. Four respondents noted that recruiting through BCC members’ networks has been effective. Other strategies included increasing convenience and accessibility to enable individuals to participate (e.g., virtual meetings). Three respondents stated that no efforts have been successful in recruiting members who reflect the diversity of the County.

With respect to challenges, reaching and engaging residents from underrepresented communities were primary concerns. Approximately one-fourth of the staff/liaisons who responded shared that their BCCs have few applications, especially from underrepresented populations, and have difficulty filling vacancies. These include BCCs such as environmental, sanitation, and safety (e.g., Pedestrian, Bicycle, and Traffic Safety Advisory Committee, Solid Waste Advisory Committee, Water Quality Advisory Group); Upcounty-focused bodies, and the Board of Social Services. Staff stated that, “*very few applications are received, and I don’t remember any from vulnerable or underrepresented communities;*” “*in general it is difficult to find residents that are interested, and usually have limited applicants apply.*” They also described difficulties recruiting, reaching applicants, and “finding good applicants.”

Another common challenge was broadly advertising vacancies and increasing awareness about the BCCs. One respondent shared, “*It is challenging to publicize the opportunity as widely as possible. The BCC Office has very limited staffing, and [many] departments [have] no or limited marketing funds.*” Another respondent expressed uncertainty about where and how to advertise vacant positions, and one respondent shared the challenge of extending outreach through “non-traditional media sources.” Three respondents noted a lack of focused outreach to underserved and underrepresented communities. One staff/liaison stated, “*it’s very hard to find diverse commissioners unless you reach out to individuals who work in these spaces.*”

Staff also discussed barriers to participation, particularly for individuals with limited time or competing demands. Respondents said meeting locations, formats, and time commitments can be challenging for individuals who work, have families, or live in certain regions of the County. Language access, interpretation, and accommodations for different abilities also are challenges, as meetings are primarily conducted in English and formats could be “isolating,” as a staff/liaison shared. A respondent explained, “*The [Commission] meets twice monthly for several hours a meeting and must spend several hours prepping for each meeting ... [members are] not compensated for their time. Therefore, the vast number of applicants are either retired or have the means available to devote unpaid [time] to this position.*” Similarly, another staff/liaison stated, “*Recruiting members who are of low income has been a challenge and quite possibly because of work-family responsibilities. Commissioners also do not get paid. We try but it is a challenge.*”

These themes are consistent with the demographic composition of the BCC members in terms of employment status, income, and household composition (see Section 2). Four staff/liaisons also felt that the specialized experience or expertise that some BCCs require, or state of the markets that BCCs

address, can affect individuals’ interest in participating (e.g., Commission on Landlord-Tenant Affairs, Human Trafficking Prevention Committee, Taxicab Services Commission).

**Exhibit 30. Recruitment Strengths and Challenges**

Successes	Challenges
<ul style="list-style-type: none"> <li>•Strategic recruitment and application process (n=7)</li> <li>•Strategic, broad advertisement of positions (n=6)</li> <li>•Community partnerships and connections to reach diverse communities (n=6)</li> <li>•Recruitment through member networks (n=4)</li> <li>•Making participation in BCCs convenient to encourage interest and engagement (n=2)</li> <li>•None (n=3)</li> </ul>	<ul style="list-style-type: none"> <li>•Limited applications received, especially from individuals from underrepresented communities (n=8)</li> <li>•Marketing resources and broadly advertising positions (n=7)</li> <li>•Barriers to participation (n=7)</li> <li>•BCC requires specialized expertise or particular experience that can affect interest in participating (n=4)</li> <li>•Lack of intentional, focused outreach to underrepresented communities (n=3)</li> <li>•BCC members are not representative of County residents (n=3)</li> <li>•Efficient processing of applications (review, selection decisions; n=2)</li> <li>•None (n=3)</li> </ul>

## Section V: BCC Recommendations

### 1. Non-Ex Officio Member Recommendations

Survey participants responded similarly when asked for recommendations to ensure Montgomery County residents have equitable access/opportunity to serve on BCCs, and when asked for recommendations to ensure BCCs include diverse, representative, and fresh perspectives. Most members advised the County to focus on advertising, outreach, and recruitment strategies (See Exhibit 31).

**Exhibit 31. Non-Ex-Officio Members’ Recommendations for Equitable Access to Advisory Bodies**

Recommendation	# of Respondents	% of Respondents
Expand advertising/promotion of BCC positions	95	49%
Target advertising and recruitment to diverse people and communities	25	13%
Build awareness of purpose and function of BCCs through improved communication	13	7%
Engage in proactive recruitment	6	3%
Produce bilingual/multi-lingual recruitment materials	6	3%
Provide compensation to members for associated expenses (e.g., travel, parking, and childcare)	9	5%
Improve accessibility of BCC activities and membership	6	3%

Recommendation	# of Respondents	% of Respondents
Improve timeliness of recruitment process	6	3%
Prioritize merit over demographics in recruitment	3	2%
Enhance collaboration between BCCs and assigned county representatives	3	2%
Continue commitment to DEI	2	1%
Provide members training to fulfill duties	2	1%
No recommendations	39	20%
Other	16	8%

Note: Members who did not respond to this question (n=293) were excluded from the analysis.

About one-half of the non-ex-officio members (n=95) suggested that the County expand its advertising and promotion of vacant positions using a variety of channels including social media and digital platforms (e.g. Facebook, Instagram, X, and Nextdoor), print media (newspapers, newsletter, flyers), and County communications, preferably in multiple languages. A few members (7%; n=13) noted that improving general communication about the purpose and function of the BCCs, their activities, and meetings could build awareness of advisory boards and generate interest in membership. One member emphasized the need for better communication and urged the County to “... make it more widely known and accessible to join. I never knew there was a group that worked on issues I cared about. Take the information to the people, not make them search for it.”

Similarly, a small number of members (3%; n=6) also thought it would be helpful to engage in proactive recruitment beyond sharing vacancies. As depicted in Exhibit 32, this approach could reportedly include outreach and advertising with credible community, civic, and social groups and organizations through virtual and in-person events (e.g., presentations, open houses, etc.). Lastly, 13% of members (n=25) recommended focused recruitment efforts to reach diverse communities based on factors such as race/ethnicity, age, gender, sexual orientation, education level, socioeconomic status, country of origin, language, and abilities.

**Exhibit 32. Organizations and Groups to Engage for BCC Membership Outreach and Recruitment**



Fifteen survey participants indicated that addressing barriers to membership may help ensure equitable access. For example, providing compensation for time, travel, childcare, and other expenses could make BCC membership more feasible for some residents (5%; n=9). In addition, a few participants (3%; n=6) suggested the County could take other steps to ensure BCC participation is more accessible. Efforts could include offering virtual meetings and making accommodations for language barriers (e.g., access to translation services or interpreters for meetings) and people with disabilities. Finally, providing training could be useful for potential members with limited leadership and advisory body experience.

## 2. Ex Officio, Staff, and Administrator Recommendations

In the member survey, ex officio BCC members were asked how they learned about their position, as well as how the County could promote equitable access to BCC service opportunities and ensure that advisory bodies include fresh, diverse perspectives.<sup>28</sup> Of the 33 ex officio members who responded, most noted that they were asked by their leadership to assume their role (n=5) or assigned to the BCC as part of their job duties (n=4). A few members learned about their position through an email listserv (n=2). Exhibit 33 highlights ex officio members’ perceptions of how to ensure equitable access to BCCs. Of the members who shared recommendations, four (50%) suggested that the County should expand advertising and promotion of BCC positions to ensure more residents have access to Board opportunities. Two members also recommended that the County do more to reach diverse communities in its advertising and recruitment efforts.

**Exhibit 33.** *Ex Officio Members’ Recommendations for Ensuring Equitable Access to BCCs*

Recommendation	Number of Respondents
Expand advertising and promotion of BCC positions	4
Use multiple methods and channels for advertising	1
Target diverse people and communities for advertising and recruitment	2
Improve accessibility of BCC membership and activities (e.g., virtual meetings)	1
Provide compensation to cover membership expenses (e.g., travel, parking, childcare for meetings)	1
Other	2
No recommendations	1
No response	25

Ex officio members had varying perspectives on how to ensure BCCs included diverse perspectives. While there were few common themes, some ideas included using multiple methods and channels for advertising, incorporating inclusive language into advertisements, and presenting to community groups to recruit members. Exhibit 34 denotes the different recommendations shared by these members.

<sup>28</sup> Most ex-officio members (n=22-25; 67-76%) did not answer these survey questions.

**Exhibit 34.** *Ex Officio Members’ Recommendations for Ensuring Diverse, Representative, Fresh Perspectives on Advisory Bodies*

Recommendation	Number of Respondents
Use multiple methods and channels for advertising	1
Advertise interest in diverse perspectives	1
Increase accessibility in BCCs	1
Encourage applications from diverse groups	1
Use welcoming/inclusive language in advertisements	1
Recruit members through presentations to community organizations	1
Emphasize the importance of community input in outreach/advertising	1
Emphasize the need for Black and Brown voices/participation on BCCs	1
Conduct assessment of Boards for utility and effectiveness	1
Provide training to members (e.g., roles and responsibilities, and how to make recommendations)	1
Engage experienced BCC representatives to monitor committee conduct	1
Simplify process to remove inactive members	1
Recommendations for BCCs should extend beyond members' networks so Black and Brown people are not excluded	1
No recommendations	1
No response	25

Like the ex officio members, most staff/liasons recommended strengthening the recruitment and selection process and guidance (15 of 23 respondents, 65%). Specific recommendations included increasing staff and funding for publicizing vacancies throughout the County, asking leaders and liaisons from the communities of focus for recruitment to recommend candidates, diversifying recruitment methods, expanding recruitment times, streamlining the application process, and facilitating discussions among staff/liasons about recruitment efforts’ effectiveness as well as recruitment best practices. More than one-half of the 15 staff/liasons who responded recommended enhanced recruitment efforts, particularly improving strategies to increase the diversity of membership, such as advertising positions in multiple languages, focused outreach to younger residents, and outreach to faith-based and advocacy groups. One respondent suggested that eliminating term waivers could increase diversity by “ensuring turnover,” enabling new members with different voices and perspectives to join BCCs. Five staff/liasons (22%) recommended strategies to make participation in BCCs convenient and attractive to increase engagement, such as virtual and hybrid meetings; offering member compensation; changing the times of meetings; and revisiting the number of boards, commissions, and committees, which one respondent described as “overwhelming for staff and communities.” Three respondents (13%) suggested monitoring and evaluating BCCs’ demographic composition, providing training on racial disparities and diversity, and addressing identified disparities and inclusion issues.

## Section VI: Conclusions, Considerations, and Recommendations

Boards, committees, and commissions are key mechanisms for governments to gain insights into the needs of the citizens who elect them and for whom they are responsible. For the well-being of the County and especially its vulnerable populations, it is critical to have systems and processes that provide government staff and elected officials with a window into the inner workings, needs, experiences, and perceptions of diverse communities.

Montgomery County has some of the most diverse cities in the nation and has achieved some degree of diversity on its boards, commissions, and committees. The member selection study, however, identified a need for intentional efforts and increased capacity to ensure the composition of its boards, commissions, and committees reflects Montgomery County's diverse population.

The tension between ensuring a quorum and having a steady stream of new, diverse, and impactful ideas is at the crux of building and leveraging boards, committees, and commissions that can learn, enhance public systems/services, and inform the work of government. Study participants shared a myriad of perspectives elucidating existing BCC systems and processes, along with their strengths and weaknesses. Analysis of collected and available data also revealed strategies to consider. Although BCCs provide a critical avenue for governments to leverage residents' expertise and lived experience, it is important to supplement this information with additional data to guide interventions and decisions that advance social and economic stability across communities. For example, while it is sound practice to engage individuals who operate within entities that serve communities' needs, the service entities often are not sufficiently resourced to systematically gather and process data regarding the needs and inner workings of the communities they serve, or the impact of their interventions. Furthermore, it is effective to build diverse decision-making bodies yet insufficient to have one or two individuals speak on behalf of whole communities. Therefore, it is key for governments to use multi-pronged systematic and empirical processes to understand the needs, experiences, and preferences of County residents, which are diverse within and across communities. This understanding enables governments to engage and support residents, especially underserved communities.

The following is a summary of recommendations based on the findings to further garner representative membership and leverage diverse perspectives to build a thriving county:

- **Strengthen existing data collection and management systems, practices, and use of data to inform BCC operations and activities.** BCC administrators appear to have taken steps to strengthen their data system and the capabilities of the county's website. However, to strategically recruit and engage prospective members and monitor efforts to ensure advisory bodies are diverse, the County should consider assessing staff and technological capacity for timely data entry and information sharing. Currently, there does not appear to be an efficient or effective manner for liaisons to track BCC members' demographic composition or history of participation. County administrators should consider how they will collect demographic information, document membership over time, and make this information accessible between the County Executive, County Council, and departments that administer and coordinate BCCs. This may also lead to the County having to define parameters for engagement in numerous boards over time.



- **Employ a broad, active outreach and recruitment strategy to engage Latino, Asian, immigrant, youth, and other underrepresented populations.** Consider deliberately developing outreach plans to educate and prime underrepresented and underserved residents about participating in BCCs. Active outreach, including personal communications and connections with trusted cultural and community groups, can help engage residents from underserved communities. Given the large number of foreign-born/immigrant residents, the County may want to build awareness across generations - youth and beyond. This process may require intentional leadership development and interview preparation for participation in BCCs to supplement the training members receive after joining BCCs. Translating the County’s BCC website, application, and materials and hiring bilingual or multilingual staff are ways to reach and engage all communities.
- **Increase accessibility and address barriers to participation in BCCs.** BCC members shared numerous insights and recommendations to improve the accessibility and engagement of underrepresented residents. These recommendations included:
  - Improving engagement over the long –term and not solely relying on the networks of existing members to fill BCC seats. Members suggested engaging residents as youth by adding seats to BCCs designated for youth.
  - Continuing to offer and strengthen interpretation, translation services, and needed accommodations for residents with disabilities for full engagement in BCCs. Language access, interpretation, and accommodations for different abilities were noted as challenges as meetings primarily are conducted in English and formats could be “isolating.”
  - Expanding current compensation practices to minimize the financial impact of participation, especially if the County intends to engage residents across income ranges and who are paid on an hourly basis. Assessing the application process for elements that may make it less accessible and intimidating for individuals with limited experience participating in advisory bodies (i.e., help them prepare for interview process and develop an understanding of what the engagement entails).
  - Employing strategies to make participation in BCCs convenient, such as virtual and hybrid meetings. Individuals with limited time or competing demands may have difficulty participating in BCCs given the time commitment necessary. Meeting locations and formats can be challenging for individuals who work, have families, or live in certain regions of the County.
- **Deliberately build inclusive climates.** In addition to establishing BCCs with diverse compositions, the County should ensure that BCCs continue to create environments where residents from all walks of life feel welcomed and valued. The County should consider needed resources to encourage BCCs to take time and space to deepen their understanding and appreciation of one another and their respective communities. This effort may also include helping BCC members understand how people’s lived experiences and intersecting identities and abilities shape how they perceive the world, their perspectives, ideas, and approaches to solutions.
- **Consider additional training and capacity needs to enable BCC liaisons and members to share information about their efforts and operations in a timely manner with the public.** Continuing to build the capacity and understanding within BCCs regarding information sharing is important to ensure comprehensive, accurate, and timely data are available. Some liaisons expressed confusion about the information they should be sharing with the public, particularly on their

respective BCC websites. Some BCCs did not have up-to-date information about their work on their websites. The research team observed reluctance among some liaisons and members to share member lists and their own demographic information. Liaisons and members, therefore, may benefit from additional or refresher Maryland Open Meetings Act training, and/or a review of what their BCC is expected to share with the public.

- **Examine the impact of positions that do not expire/are life appointments.** Some boards, commissions, and committees have positions that do not expire/have life terms. This assessment was, in part, commissioned due to the perception that BCC membership does not seem to change much over time. Given this concern, the County may want to consider the impact of positions with no expiration/life terms.
- **Consider a process to assess and revisit the number of boards, commissions, and committees.** The County may want to consider instituting a process to determine the effectiveness of boards, commissions, and committees, and restructure, combine, or dissolve any BCCs as appropriate. BCCs are evolving, and a respondent described the existing number of BCCs as “overwhelming.”

## Appendices

### **Appendix A. Montgomery County Boards, Committees, and Commissions Composition & Operations Regulations**

Name of BCC	County or State Regulated	Nature of BCC	Types of Members	Number of Members	Meeting Cadence	Term Length & Limit
<a href="#">Adult Public Guardianship Review Board</a>	State	Advisory	Experts, residents, specific representation	11	Monthly	3 years
<a href="#">Aging Commission on</a>	County	Advisory	Residents, specific representation	No less than 18; currently 34	Monthly	3 years; term limits: 2 consecutive terms
<a href="#">Agricultural Advisory Committee</a>	County	Departmental advisory	Experts (farmers, conservationists, farm economists)	15	Monthly	Farmers serve 3-year terms; non-farmers serve 1-year terms
<a href="#">Agricultural Preservation Advisory Board</a>	County	Departmental advisory	Experts, representation, residents	5	Monthly	5 years
<a href="#">Airpark Community Advisory Committee</a>	County	Advisory	Various (website not created yet)	11	N/A	3 years
<a href="#">Alcohol and Other Drug Addiction Advisory Council</a>	County	Advisory	Experts, specific representation	25	Monthly	3 years
<a href="#">Alcoholic Beverages Advisory Board</a>	County	Departmental advisory	Residents, experts with specific licenses	5	Monthly	4 years
<a href="#">Animal Matters Hearing Board</a>	County	Adjudicatory	Experts, residents	10	N/A	3 years
<a href="#">Animal Services Advisory Committee</a>	County	Departmental advisory	Experts, residents	14	Monthly	3 years
<a href="#">Appeals, Board of</a>	County	Adjudicatory	Residents	5	Not specified; weekly public hearings, and bi-weekly	4 years

Name of BCC	County or State Regulated	Nature of BCC	Types of Members	Number of Members	Meeting Cadence	Term Length & Limit
					work sessions	
<a href="#">Board of Education Compensation Commission</a>	State	Advisory	Residents	5	Weekly	4 years
<a href="#">Board of Investment Trustees</a>	County	Other (Decision-making)	Experts — members are also members of the Consolidated Retiree Health Benefits Trust Board of Trustees	13	Quarterly	3 years; term limits: 2 consecutive full terms
<a href="#">Bethesda Urban Partnership, Inc. Board of Directors</a>	County	Other	Businesses, developers, residents	11	Monthly	3 years
<a href="#">Building Performance Improvement Board</a>	County	Departmental advisory	Experts	15	Monthly	3 years; term limits: 2 consecutive full terms
<a href="#">Cable and Communications Advisory Committee (Inactive)</a>	County	Advisory	Experts, residents	13-19	N/A	3 years
<a href="#">Cable Compliance Commission (Inactive)</a>	County	Adjudicatory	Experts	5	N/A	3 years
<a href="#">Charter Review Commission</a>	County	Advisory	Residents, general public (no more than 6 from the same political party)	11	Monthly	4 years
<a href="#">Child Care Commission on</a>	County	Advisory	Experts, specific representation	23-25	Monthly	3 years; term limit: two terms
<a href="#">Children and Youth Commission on</a>	County	Advisory	Experts, specific representation	27	Monthly	3-year terms for adults, 1-year term for youth
<a href="#">Citizen's Review Panel for Children</a>	County	Advisory	Experts	9-14 (per the BCCs website)	Monthly	3 years

Name of BCC	County or State Regulated	Nature of BCC	Types of Members	Number of Members	Meeting Cadence	Term Length & Limit
<a href="#">Climate, Energy and Air Quality Advisory Committee</a>	County	Departmental advisory	Experts	15	Monthly	3 years
<a href="#">Committee Evaluation and Review Board</a>	County	Advisory	General public	11	Quarterly - No meetings listed	3 years
<a href="#">Committee to Recommend Funding for the Public Election Fund (Active in 2023)</a>	County	Advisory	General public (no more than 3 from the same political party)	7	Monthly	4 years
<a href="#">Common Ownership Communities, Commission on</a>	County	Adjudicatory	Residents, experts, professional associations	15 (per the BCCs website)	Monthly	3 years; term limits: up to 2 consecutive terms
<a href="#">Community Action Board</a>	County	Departmental advisory	Experts, specific representation	27-39	Monthly	1-, 2-, or 3-year terms, determined by executive
<a href="#">Consumer Protection, Advisory Committee on</a>	County	Departmental advisory	Experts, general public	9	Monthly	3 years
<a href="#">Countywide Recreation and Parks Advisory Board</a>	County	Departmental advisory	Residents from each of the four regional recreation areas, general county residents	25	Monthly, except July and August	3 years
<a href="#">Criminal Justice Coordinating Commission</a>	County	Advisory	Experts, general public	32	Monthly	3 years
<a href="#">Dickerson Area Facilities Implementation Group</a>	County	Departmental advisory	Experts	18	Quarterly	3 years
<a href="#">Domestic Violence Coordinating Council</a>	County	Advisory	Experts, specific representation, general public	19 (per the BCCs website)	Bimonthly	3 years

Name of BCC	County or State Regulated	Nature of BCC	Types of Members	Number of Members	Meeting Cadence	Term Length & Limit
<a href="#">Early Care and Education Coordinating Entity (Children's Opportunity Alliance)</a>	County	Decision-making	Experts, specific representation	21	Monthly	3 years
<a href="#">Early Childhood Coordinating Council (ECCC)</a>	County	Advisory	Experts, specific representation	Up to 33	Monthly	4 years
<a href="#">East County Citizens Advisory Board</a>	County	Advisory	Residents of East County	18	Monthly	3 years
<a href="#">Ethics Commission</a>	County	Adjudicatory	General public (no more than 3 from the same political party)	5	Monthly	4 years
<a href="#">Ethnic Affairs, Committee for (Active?)</a>	County	Advisory	Experts, specific representation	26	Six times per year	3 years
<a href="#">Fire and Emergency Services Commission</a>	County	Program direction	Experts, general public	7	Monthly	3 years; term limits: 2 terms
<a href="#">Firearm Safety Committee (active?)</a>	County	Departmental advisory	Experts (trained and experienced with weapons)	7	None listed	3 years
<a href="#">Forest Conservation Advisory Committee (Inactive per Office of County Executive)</a>	County	Advisory	Experts	22	No regular meetings	3 years
<a href="#">Friendship Heights Transportation Management District Advisory Committee</a>	County	Departmental advisory	Experts, residents	23	Unclear (meeting pattern changed in 2023 from bi-monthly to less frequent)	3 years
<a href="#">Friendship Heights Urban</a>	County	Advisory	Experts, residents	5	No meeting listed	3 years

Name of BCC	County or State Regulated	Nature of BCC	Types of Members	Number of Members	Meeting Cadence	Term Length & Limit
<a href="#">District Advisory Committee</a>						
<a href="#">Glen Echo Park Partnership Board of Directors</a>	Nonprofit entity with its own bylaws — no county codes listed	Decision-making	General public	9 - 25	Bimonthly	3 years; term limit: 2 consecutive terms
<a href="#">Hate/Violence Committee</a>	County	Advisory	Experts, specific representation	21	Monthly	3 years
<a href="#">Health Commission on</a>	County	Advisory	Experts, specific representation	19	Monthly	3 years
<a href="#">Historic Preservation Commission</a>	County	Adjudicatory	General public	9	Biweekly	3 years
<a href="#">Homelessness, Interagency Commission on</a>	County	Advisory	Experts, specific representation, general public	25	At least 4 times per year	3 years
<a href="#">Human Rights Commission</a>	County	Quasi-judicial and Advisory	General public	15	Monthly, at least 9 meetings per year	3 years
<a href="#">Human Trafficking Prevention Committee</a>	County	Advisory	Experts	Up to 27	Bimonthly	3 years
<a href="#">Intellectual and Developmental Disabilities Commission</a>	County	Advisory	Experts, specific representation	25	Monthly	3 years
<a href="#">Interagency Coordinating Board for Community Use of Public Facilities</a>	County	Advisory	Experts, general public	12	Quarterly	4 years
<a href="#">Investment Trustees, Board of</a>	County	Other	Experts, specific representation	13 (per bylaws)	Quarterly to bimonthly (required to meet at least quarterly)	3 years

Name of BCC	County or State Regulated	Nature of BCC	Types of Members	Number of Members	Meeting Cadence	Term Length & Limit
<a href="#">Juvenile Justice Commission on</a>	County	Advisory	Experts, general public	34 (per the BCCs website)	At least 8 times per year; met 10 times in FY23	3 years
<a href="#">Landlord-Tenant Affairs Commission on</a>	County	Adjudicatory	Specific representation, general public	15	Monthly	3 years
<a href="#">Library Board</a>	County	Departmental advisory	General public	14 (per the BCCs website)	Monthly, except July and August	3 years
<a href="#">License Commissioners, Board of</a>	County	Licensing body	General public (no more than 3 members from the same political party)	5	1-2 hearings monthly (based on FY24 schedule)	4 years
<a href="#">Local Management Board for Children, Youth and Families</a>	County	Advisory	Experts, specific representation	21	Bimonthly	3 years
<a href="#">The Maryland National Capital Park and Planning Commission</a>	State	Decision-making	Experts	10 (5 from Prince George's County, 5 from Montgomery County)	Weekly	4 years
<a href="#">Mental Health Advisory Committee</a>	County	Advisory	Experts, specific representation	22	At least 6 times per year	3 years
<a href="#">Merit System Protection Board</a>	County	Adjudicatory	General public (no more than 2 members from the same political party)	3	As needed	3 years, with compensation
<a href="#">Mid-County Citizens Advisory Board</a>	County	Advisory	Residents	15	Monthly	3 years
<a href="#">Montgomery Cares Program, Advisory Board for</a>	County	Program Direction	Experts, general public	19 (per the BCCs website)	Monthly	3 years



Name of BCC	County or State Regulated	Nature of BCC	Types of Members	Number of Members	Meeting Cadence	Term Length & Limit
<a href="#">Noise Control Advisory Board (Inactive, Fulfilled its mission - see notes)</a>	County	Departmental advisory	General public	11	At least quarterly	3 years
<a href="#">Pedestrian, Bicycle, and Traffic Safety Advisory Committee</a>	County	Advisory	Experts, general public	17	Bimonthly	3 years
<a href="#">People with Disabilities, Commission on</a>	County	Advisory	Experts, specific representation	34 (per the BCCs website)	Monthly, except July and August	3 years
<a href="#">Permitting (Department of) Services Advisory Committee</a>	County	Departmental advisory	Experts	17	At least quarterly	3 years
<a href="#">Planning Board</a>	State	Adjudicatory	General public	5	Weekly	4 years
<a href="#">Police Accountability Board and Administrative Charging Committee</a>	County	Departmental advisory	General public	9 PAB, 5 ACC	PAB biweekly, ACC at least monthly	3 years, with compensation
<a href="#">Police Advisory Commission</a>	County	Departmental advisory	Experts, specific representation (legislation recently amended)	15	Monthly	3 years
<a href="#">Property Tax Assessment Appeals Board</a>	State	Adjudicatory	General public	4	No meetings listed	5 years, with compensation
<a href="#">Racial Equity and Social Justice Advisory Committee</a>	County	Advisory	Experts, general public	15	Monthly	3 years
<a href="#">Registration for Building Contractors, Board of</a>	County	Licensing body	General public (no more than two members active in the residential construction field at the time)	5	Monthly	3 years

Name of BCC	County or State Regulated	Nature of BCC	Types of Members	Number of Members	Meeting Cadence	Term Length & Limit
			of their appointment)			
<a href="#">Remembrance and Reconciliation Commission</a>	County	Decision-making	Experts, general public	19	Monthly	3 years
<a href="#">Revenue Authority</a>	County	Program direction	General public	5	Quarterly (based on minutes)	5 years
<a href="#">Rustic Roads Advisory Committee</a>	County	Advisory	General public	7	Monthly	3 years
<a href="#">Sign Review Board</a>	County	Decision-making	Residents, experts (architects)	3	Monthly	3 years
<a href="#">Silver Spring Citizens Advisory Board</a>	County	Advisory	Residents	18	Monthly	3 years
<a href="#">Silver Spring Transportation Management District Advisory Committee</a>	County	Departmental advisory	Residents	16	Bimonthly	3 years
<a href="#">Silver Spring Urban District Advisory Committee</a>	County	Advisory	Experts, residents	8	Monthly, except July and August	3 years
<a href="#">Social Services, Board of</a>	County & State	Advisory	County Council members, general public	13	At least 9 times a year	3 years
<a href="#">Solid Waste Advisory Committee</a>	County	Departmental advisory	Experts, general public	16	Monthly	3 years
<a href="#">Sports Advisory Committee</a>	County	Departmental advisory	Experts, general public	17	Monthly	3 years; term limits: 2 consecutive terms
<a href="#">Strathmore Hall Foundation Board of Directors</a>	County (is it a nonprofit entity?)	Other	Experts, general public	21	Not listed	3 years
<a href="#">Taxicab Service Advisory Committee</a>	County	Departmental advisory	General public, specific representation	13	Quarterly unless requested otherwise	3 years

Name of BCC	County or State Regulated	Nature of BCC	Types of Members	Number of Members	Meeting Cadence	Term Length & Limit
<a href="#">Upcounty Citizens Advisory Board</a>	County	Advisory	Residents	20	Monthly	3 years
<a href="#">Veterans Affairs, Commission on</a>	County	Advisory	Experts, specific representation	16	Monthly, except July and August	3 years
<a href="#">Victim Services Advisory Board</a>	County	Advisory	General public	22	Monthly	3 years
<a href="#">Washington Suburban Sanitary Commission (WSSC)</a>	State	Bi-county Agency Commission	General Public (no more than two from the same political party)	6	Monthly	4 years, with compensation
<a href="#">Washington Suburban Transit Commission (WSTC)</a>	County and State	Bi-county Agency Commission	General public	7	Monthly	3 years, with compensation
<a href="#">Water Quality Advisory Group</a>	County	Departmental advisory	Experts, general public	15	Monthly	3 years
<a href="#">Western Montgomery County Citizens Advisory Board</a>	County	Advisory	Businesses in the area, residents	19	Monthly	3 years
<a href="#">Wheaton Urban District Advisory Committee</a>	County	Advisory	Businesses in the area, residents	11	Monthly	3 years
<a href="#">White Flint Downtown Advisory Committee</a>	County	Advisory	Businesses in the area, residents	25	Monthly	3 years
<a href="#">Women, Commission for</a>	County	Advisory	Experts, general public	15	Monthly	3 years
<a href="#">Workforce Development Board</a>	County	Decision-making	Experts	32 (up to 35, 18 business representatives)	Bimonthly	3 years

**Appendix B. List of Active Boards, Commissions, and Committees as of September 10, 2023**

Montgomery County Boards, Commissions, Committees	Summary
1. <b><u>Adult Public Guardianship Review Board</u></b>	The Adult Public Guardianship Review Board conducts semiannual reviews by evaluating the health status and welfare of Montgomery County residents whose guardianship is held by a public agency and makes recommendations to the Court to continue, modify, or terminate the guardianship. All recommendations by the Board to the Court are advisory. Except for purposes of a judicial proceeding under this title, all records of the review board are confidential.
2. <b><u>Aging, Commission on</u></b>	The Commission on Aging (COA) advises the County Executive, County Council, the Department of Health and Human Services, as well as other County departments on the interests, needs and problems facing older adults in Montgomery County. Responsible for reviewing issues related to the health and welfare of senior citizens, including local, state, and federal programs that impact older residents.
3. <b><u>Agricultural Advisory Committee</u></b>	Acts as liaison between the county government and the agricultural sector to provide input and recommendations on issues impacting rural and agricultural areas.
4. <b><u>Agricultural Preservation Advisory Board</u></b>	Oversees the county's public policies and programs that protect farmland for future generations and makes recommendations to State and County officials regarding farmland preservation issues.
5. <b><u>Airpark Community Advisory Committee</u></b>	Advises the County Executive, County Council, and Revenue Authority regarding Montgomery County Airpark operations, community concerns, safety, and community impact; reports annually regarding available data on noise complaints, itinerate flight operations, local flight operations, and other community concerns; and facility improvement plans or recommended changes to the Airport Layout Plan.
6. <b><u>Alcohol and Other Drug Addiction Advisory Council</u></b>	Identifies local alcohol and other drug addiction prevention program needs, and assists the Department of Health and Human Services in the development of public education programs and an alcohol and drug addiction plan.
7. <b><u>Alcoholic Beverages Advisory Board</u></b>	The Alcoholic Beverages Advisory Board shall report to the County Executive periodically, but at least quarterly, on recommendations for the improvement of the alcoholic beverages control and enforcement activities of the County and of the operations of the dispensary and distribution systems from the standpoint of efficiency, service, and convenience to the public.
8. <b><u>Animal Matters Hearing Board</u></b>	Hears and determines complaints and appeals on animal issues; reviews operations and issues associated with animal control, including standards and procedures for dealing with stray animals.

Montgomery County Boards, Commissions, Committees	Summary
9. <b><u>Animal Services Advisory Committee</u></b>	Advises the County Executive and Council on animal care, welfare, rescue, fostering, adoption, population, bite prevention, zoonotic disease transmission, shelters, educating the public, recruiting volunteers and operation of the Animal Services Office.
10. <b><u>Appeals, Board of</u></b>	Holds hearings and determines action on certain land issues, including special exceptions, zoning variances and ordinances. Members are appointed by the County Council.
11. <b><u>Board of Education Compensation Commission</u></b>	The five-member Commission will study the salaries of members of the Montgomery County Board of Education. The Commission will issue a report to the members of the Montgomery County Delegation to the General Assembly on or before September 1, 2019, and every four years thereafter, regarding its recommendations for the appropriate compensation for members of the County Board, including any additional stipend for the President of the County Board, and a scholarship amount to be awarded to a student member who completes a full term on the County Board, which would be applied toward the student's higher education costs.
12. <b><u>Bethesda Urban Partnership, Inc. Board of Directors</u></b>	Assists in directing urban district services for the Bethesda area, including maintenance and improvement of the streetscape and streetscape amenities, and activities promoting downtown Bethesda.
13. <b><u>Building Performance Improvement Board</u></b>	Advises the Dept. of Environmental Protection on implementation of building energy performance standards and makes recommendations to the director on building type groupings, interim and final standards, building ownership transfer or type changes, plan review and approval processes, programs or policies for under-resourced sectors, and enforcement of requirements and standards.
14. <b><u>Cable and Communications Advisory Committee (Inactive)</u></b>	Assists the County in overseeing the cable television franchise agreement and advises on use of the cable system, allocation of grants for public service, and technology issues.
15. <b><u>Cable Compliance Commission (inactive)</u></b>	Decides subscriber complaints which have not been resolved by the cable administrator concerning customer cable service or any other product or service that uses the equipment of the franchise agreements such as one-way or interactive video, audio, data, and information services.
16. <b><u>Charter Review Commission</u></b>	The County Charter is the constitutional framework for County Government. The County Council appoints an eleven-member bi-partisan, Charter Review Commission to study the County Charter. The Commission must report to the County Council in May of every even-numbered year, with recommendations for possible Charter revisions. These recommendations may lead to

Montgomery County Boards, Commissions, Committees	Summary
	proposed Charter amendments that are voted on by the electorate.
17. <b><u>Child Care, Commission on</u></b>	Advises the County Executive and County Council on the development of policies, programs and services that enhance community support for high quality, affordable and accessible childcare.
18. <b>Children and Youth, Commission on</b>	The Montgomery County Commission on Children and Youth (CCY) is a committed volunteer group of 27 members comprised of youth, parents, and child-serving professionals. It is charged with advising the County Executive and County Council, the Department of Health and Human Services, and the Board of Education on the development of coordinated community and government policies, programs, and services which support children, youth, and families. It also works to provide effective public information on children’s programs and services in the County.
19. <b>Citizen's Review Panel for Children</b>	Implements State law regarding local citizens review boards and evaluates state and local agency responses to child protection needs; the advisory group provides technical and professional advice to the panel about child protective services.
20. <b>Climate, Energy and Air Quality Advisory Committee</b>	Advises the County Executive and County Council on matters concerning climate change, energy, and air quality; develops recommendations on policies and programs aimed at meeting the County’s greenhouse gas emission reduction goals.
21. <b><u>Committee Evaluation and Review Board</u></b>	Reviews and evaluates the current system of boards, committees, and commissions. Issues addressed by the committee may include length of terms, number of consecutive terms that can be served by a member, conflict of interest standards, and methods used for advertising vacancies.
22. <b>Committee to Recommend Funding for the Public Election Fund</b>	Estimate the funds necessary to implement the public campaign finance system and annually recommend an appropriation to the Public Election Fund for the following fiscal year.
23. <b><u>Common Ownership Communities, Commission on</u></b>	Advises the County Executive and County Council on ways to handle issues associated with common ownership of property in communities; promotes public awareness of the rights and obligations of living in common ownership communities; and works to eliminate disputes and maintain property value.
24. <b><u>Community Action Board</u></b>	CAB serves in an advisory capacity to the County Executive and County Council, and as an advocate on behalf of lower-income County residents. CAB also serves as the governing body for the Community Action Agency and Head Start. Members are appointed by the County Executive and confirmed by the County Council.

Montgomery County Boards, Commissions, Committees	Summary
25. <b><u>Consumer Protection, Advisory Committee on</u></b>	Advises the Office of Consumer Protection on consumer issues related to the agency's duties and functions.
26. <b><u>Countywide Recreation and Parks Advisory Board</u></b>	Advisory to the County Executive, County Council and Director of the Department of Recreation in matters relating to recreation policies and services. Interprets policies and programs, recommends budget items, reviews plans and makes recommendations for facilities, participates in Dept. functions, and visits programs and activities. Maintains relationships with volunteer agencies.
27. <b><u>Criminal Justice Coordinating Commission</u></b>	Promotes the orderly coordination and communication of criminal justice policies among the multiple criminal justice and law enforcement agencies. This Commission provides analysis and information to support the activities of these multiple independent agencies, as well as evaluating the adequacy and organization of law enforcement and the administration of justice in Montgomery County.
28. <b><u>Dickerson Area Facilities Implementation Group</u></b>	Addresses community and environmental issues and concerns pertaining to the operations of the County's solid waste facilities located in the Dickerson area.
29. <b><u>Domestic Violence Coordinating Council</u></b>	Advises the County Executive, County Council, and Criminal Justice Coordinating Commission on policies, programs, and legislation necessary to prevent domestic violence; facilitates community-wide response to domestic violence; coordinates with other domestic violence prevention agencies; develops recommendations to coordinate services; reviews quality of programs; evaluates data; advocates for policy or legislation in conjunction with the Office of Intergovernmental Relations.
30. <b><u>Early Childhood Coordinating Council (ECCC)</u></b>	As an Alliance made up of organizations, agencies, funders, businesses, and community members we use a system-wide approach to coordinate efforts that ensure Montgomery County's early care and education systems are equitable for all children and their families. The Children's Opportunity Alliance is proud to serve as the Early Care and Education Coordinating Entity in Montgomery County.
31. <b><u>East County Citizens Advisory Board</u></b>	Works to collaboratively plan, implement and assess activities focused on ensuring that all young children (birth through age 5) of Montgomery County arrive at school fully ready to learn.
32. <b><u>Ethics Commission</u></b>	The 18-member Citizens Advisory Board serves as a liaison between the East County community, and the County Executive, County Council, and County government departments by identifying community concerns and recommending possible solutions. It also advises the Director of the Eastern Montgomery Regional Services Center on transportation, economic development, housing, education, human services, environment, recreation, public safety, and other issues of

Montgomery County Boards, Commissions, Committees	Summary
	importance to the area. The group reviews and comments on the County's capital and operating budgets and master plans; assists with the strategies to tailor services to regional needs; conducts workshops and forums; and acts on other ad hoc issues.
33. <b>Ethnic Affairs, Committee for</b>	Administers the County Ethics Law which provides complainants with a forum to report alleged unethical behavior by officials or County employees. Acts on requests for waivers for outside employment by employees and waivers from ethics law prohibitions.
34. <b><u>Fire and Emergency Services Commission</u></b>	Responsible for the coordination and direction of the County's fire and rescue services, which includes the independent volunteer fire and rescue corporations and the County's Department of Fire and Rescue Services.
35. <b>Firearm Safety Committee</b>	Approves certificates for target, trap and skeet ranges, and shooting areas which specify the type of gun or ammunition which may be used. The committee also makes recommendations to the County Executive and County Council on the extension of area boundaries for firearms use.
36. <b><u>Forest Conservation Advisory Committee (Inactive)</u></b>	Advises on forestry laws, policies, guidelines, urban forestry and tree inventory. Promotes and seeks funding for a sustained forestry program, fosters community through urban forestry and acts as a general information resource.
37. <b><u>Friendship Heights Transportation Management District Advisory Committee</u></b>	Advises the County government on all aspects of implementing a transportation management system in the Friendship Heights TMD.
38. <b><u>Friendship Heights Urban District Advisory Committee</u></b>	The Committee provides advice and information to the County Executive and the Director of the Western Area Regional Services Center and supports the work of the Friendship Heights Alliance, which coordinates "place management, community building and revitalization along the Wisconsin Avenue corridor" by helping small businesses and residents.
39. <b><u>Glen Echo Part Partnership Board of Directors</u></b>	Articles of Incorporation and Bylaws of the Glen Echo Park Operating Entity, Inc. Provides policy guidance to direct the affairs of the organization and its management; leads fundraising efforts; provides oversight for the program, site and facilities, finances and public relations activities.
40. <b><u>Hate/Violence Committee</u></b>	The duties of the COHV are to develop and distribute information about hate/violence, promote educational activities that demonstrate the positive value of ethnic and social diversity; advise the County Council, the County Executive, and County agencies about hate/violence in the County, and recommend such policies, programs, legislation, or regulations as it finds necessary to reduce the incidences of acts of hate/violence.



Montgomery County Boards, Commissions, Committees	Summary
41. <b><u>Health, Commission on</u></b>	The primary mission of the Montgomery County Commission on Health (COH) is to advise the County Executive and the County Council on public health issues, programs, services and the allocation of funds devoted to public health needs and to monitor and assess the priorities of the Montgomery County Department of Health and Human Services (MCDHHS) in its efforts to address the health needs of residents in the county.
42. <b><u>Historic Preservation Commission</u></b>	Responsible for reviewing and recommending historic sites and districts to the Planning Board. Acts on applications for alteration, construction or demolition of designated historic sites and serves as a clearinghouse by reviewing proposals affecting historic preservation in the County.
43. <b><u>Homelessness, Interagency Commission on</u></b>	The Commission serves as the governing board of the County Continuum of Care (CoC), and duties include promoting a community-wide goal to end and prevent homelessness, developing a strategic plan, and reviewing and monitoring programs that are components of the CoC. The Commission recommends to the County Executive and County Council improvements to the CoC, educates the community about homelessness, and recommends and promotes partnerships with private organizations, businesses, and foundations, or any state or federal government agency, to improve the County's ability to prevent and reduce homelessness.
44. <b><u>Human Rights Commission</u></b>	Receives and investigates complaints of discrimination and conducts educational programs to promote equal rights for all. Adopts regulations to ensure equal treatment for all citizens under County and State laws. Works to eliminate discrimination, prejudice, intolerance, and bigotry in housing, recreation, education, health, employment, public accommodations, and justice, regardless of race, color, religious creed, ancestry, national origin, sex, age, marital status, disability, sexual orientation, genetic status, presence of children, or source of income, and promote goodwill, cooperation, understanding, and human relations among all residents.
45. <b><u>Human Trafficking Prevention Committee</u></b>	Advises the County Executive and Council, County agencies, and State elected officials about human trafficking in the County, and recommends policies, programs, legislation, or regulations necessary to reduce human trafficking; and recommends, develops, and distributes information and promotes educational activities, and develops and recommends interagency coordinated strategies for reducing human trafficking in the County. Goals are to increase the identification and prosecution of all parties supporting the organized crime of human trafficking, eliminate human trafficking, and improve

Montgomery County Boards, Commissions, Committees	Summary
	identification of and services for human trafficking victims. Legislative, education and outreach, and victim services subcommittees.
46. <b><u>Intellectual and Developmental Disabilities Commission</u></b>	The Commission advises the County Council and County Executive, and supports individuals with IDD and their families by coordinating services, promoting communication, instituting educational and other programs, meetings and conferences; cooperating with public and private agencies, departments and organizations; reporting on gaps in services; preparing recommendations on best practices, innovations, and program costs; working with county and state level organizations; and advocating at the local, state and federal levels.
47. <b><u>Interagency Coordinating Board for Community Use</u></b>	Establishes policies to increase access to schools and other public facilities, including fee schedules, use regulations, and conditions; develops and implements innovative use of facilities to meet community's needs.
48. <b><u>of Public Facilities Investment Trustee, Board of</u></b>	Sets policy and monitors the investment program for the assets of the County's employee retirement system. Mission: To manage prudent investment programs for the members, and their beneficiaries, of the Employee Retirement Plans.
49. <b><u>Juvenile Justice, Commission on</u></b>	<p>Advises the County Executive, County Council, and the Juvenile Court on matters concerning juvenile justice. Work includes gathering and disseminating information from public and private agencies serving youth, monitoring the Juvenile Justice System, visiting facilities, and closely following State and County legislative proposals affecting juveniles.</p> <p>Mission: To evaluate State and County-funded programs and services that serve juveniles and families involved in the juvenile justice system, to address capacity, utilization, and effectiveness; inform and advise the Juvenile Court, County Council members, the County Executive, and State legislators on the needs and requirements of juveniles and the juvenile justice system; study and submit recommendations, procedures, programs, or legislation concerning juvenile delinquency and child abuse or neglect; visit juvenile facilities; promote understanding and knowledge in the community regarding juvenile needs and program effectiveness.</p>
50. <b><u>Landlord-Tenant Affairs, Commission on</u></b>	The Commission hears apartment license revocation appeals and landlord-tenant disputes and renders decisions regarding Landlord-Tenant complaints that the Investigators are unable to resolve.
51. <b><u>Library Board</u></b>	Advises the County Executive and County Council and makes recommendations on matters affecting the public library system including the acquisition and location of new library facilities,

Montgomery County Boards, Commissions, Committees	Summary
	the adequacy of book collections, services to outlying districts, and personnel needs of Montgomery County Public Libraries.
52. <b><u>License Commissioners, Board of</u></b>	Regulates the sale and distribution of alcohol in accordance with the Alcoholic Beverages Article of the of the Annotated Code of Maryland and has full power and authority to adopt such reasonable rules and regulations as the Board deems necessary to enable it to effectively discharge the duties imposed upon it by the Alcoholic Beverages Article. Issues licenses for the sale of alcoholic beverages and may revoke or suspend licenses or issue fines up to \$20,000 for violations.
53. <b><u>Local Management Board for Children, Youth and Families</u></b>	Quasi-public, non-profit corporation Local Management Board required by State that ensures the implementation of a local interagency service delivery system for children, youth, and families. Administers state funds, plans and coordinates, and participates in community planning for children's services.
54. <b><u>Maryland-National Capital Park and Planning Commission</u></b>	Chartered by the state of Maryland to have geographic authority in Montgomery and Prince George's Counties. Agency tasked with improving well being by: planning for physical growth and development; protecting and stewarding natural, cultural, and historical resources; providing park systems; creating recreational experiences; and planning communities that are vibrant, livable, accessible, and sustainable.
55. <b><u>Mental Health Advisory Committee</u></b>	Monitors, reviews, and evaluates the allocation and adequacy of publicly-funded mental health services within the County. Advises the Montgomery County Executive and the County Council on matters concerning mental health. Provides citizen oversight to all state-funded mental health agencies serving Montgomery County and serves as an advocate for a comprehensive mental health system for persons of all ages. Helps to ensure that publicly-funded mental health services are responsive to local needs, accountable to the citizenry, and accessible to those in need. Closely follows State and County legislative proposals relating to mental health.
56. <b><u>Merit System Protection Board</u></b>	Serves as an appeal body on personnel actions. The board also conducts periodic studies and audits of the County's merit and retirement systems. Mission: to oversee the merit system and protect County government employee and job applicant rights guaranteed under the merit system law.
57. <b><u>Mid-County Citizens Advisory Board</u></b>	Advises the County Executive and the County Council on issues and needs for the Mid-County area and advocates for regional priorities. The Board provides advice and recommendations to the County Executive on policy and budget issues, planning and goal setting procedures, and legislative matters; educates the community on governmental structures and services; and acts

Montgomery County Boards, Commissions, Committees	Summary
	as a facilitator to foster solutions to community problems, needs, and issues.
58. <b><u>Montgomery Cares Program, Advisory Board for</u></b>	Advises the County Executive, County Council, and Department of Health and Human Services on the development of the Montgomery Cares Program, which provides quality primary health care, referrals to discounted outpatient specialty care, and limited prescription medications for low-income, uninsured County residents. The Board’s goal is to ensure a steady and measurable growth in the number of uninsured County residents accessing high quality and efficient health care services.
59. <b><u>Noise Control Advisory Board (Inactive)</u></b>	Reviews and makes recommendations to the Director, Department of Environmental Protection on the effectiveness of the County's noise control rules and regulations.
60. <b><u>Pedestrian, Bicycle, and Traffic Safety Advisory Committee</u></b>	Advises the County Executive, County Council, and elected officials on implementation of the County’s Pedestrian Safety Initiative, priorities and needs in the area of pedestrian and bicycle safety and access, gathers information on pedestrian and bicycle safety, and identifies any new issues that may emerge.
61. <b><u>People with Disabilities, Commission on</u></b>	Advises the County Executive and the County Council on matters relating to facilities and services for disabled County residents and legislation affecting people with disabilities.
62. <b><u>Permitting (Department of) Services Advisory Committee</u></b>	Advises the Dept. of Permitting Services on the performance of its functions and recommends to the Director, the Executive, and the Council any steps necessary to improve the Department's performance.
63. <b><u>Planning Board</u></b>	Recommends text amendments to the Zoning Ordinance and Subdivision Regulations. Responsible for planning, plotting and zoning functions affecting the Regional District. Prepares and adopts recommendations for the District Council. Reviews annual budget and submits recommendations. Administers park system in Regional District.
64. <b><u>Police Accountability Board and Administrative Charging Committee</u></b>	Meets with law enforcement agencies, appoints civilian members of the Administrative Charging Committee (ACC), receives complaints of police misconduct, reviews ACC outcomes of disciplinary matters, advises the County Executive and Council on policing matters and refers complaints to the appropriate law enforcement agency. The ACC reviews the findings of law enforcement investigations and determines if a police officer should be administratively charged.
65. <b><u>Police Advisory Commission</u></b>	Advises the County Council on policing matters; provides information regarding best practices on policing matters; recommends policies, programs, legislation, or regulations; comments on matters referred to it by the Council; conducts at

Montgomery County Boards, Commissions, Committees	Summary
	least one public forum each year for community input on policing matters; and engages in public education. Members serve three-year terms without compensation.
66. <b>Property Tax Assessment Appeals Board</b>	Hears and determines appeals on property tax issues. Members serve five-year terms with compensation. Members are appointed by the Governor from a list provided by the County Executive and the County Council.
67. <b><u>Racial Equity and Social Justice Advisory Committee</u></b>	Advises the County Council, the County Executive, and County agencies about racial equity and social justice in the County, and recommends policies, programs, legislation, or regulations necessary to reduce racial and social justice inequity; develops and distributes information and promotes educational activities and recommends strategies.
68. <b><u>Registration for Building Contractors, Board of</u></b>	Provides for the licensing of residential building contractors.
69. <b><u>Remembrance and Reconciliation Commission</u></b>	Works with the national Equal Justice Initiative (EJI) and other stakeholders to claim and install the County's monument commemorating the three locations in the County where lynchings have been documented; creates and installs historical markers, and collects and displays soil from each of the locations; designs programs to advance the dialogue about the monument, historical markers, and soil.
70. <b><u>Revenue Authority</u></b>	Works to develop, maintain and administer various self-supporting projects for public use, including golf courses, airparks, and HUD-financed retirement homes.
71. <b><u>Rustic Roads Advisory Committee</u></b>	Promotes public awareness of the County's rustic roads program and reviews the classification of those Roadways designated as "rustic."
72. <b><u>Sign Review Board</u></b>	Reviews applications for sign permits and grants variances from sign ordinance regulations, as provided by law.
73. <b><u>Silver Spring Citizens Advisory Board</u></b>	Council on issues and needs for the Silver Spring area and advocates for regional priorities. Members work closely with the Silver Spring Regional Services Center staff.
74. <b><u>Silver Spring Transportation Management District Advisory Committee</u></b>	Advises the County government on all aspects of implementing a transportation management system in the Silver Spring Central Business District and vicinity.
75. <b><u>Silver Spring Urban District Advisory Committee</u></b>	Works closely with the Silver Spring Urban District on activities and issues associated with the downtown business area.
76. <b><u>Social Services, Board of</u></b>	Advises the County and State health and human services officials on matters relating to local social services programs.
77. <b><u>Solid Waste Advisory Committee</u></b>	Reviews and makes recommendations on the collection, transportation, and storage of solid wastes and evaluates the County's solid waste management plan.
78. <b><u>Sports Advisory Committee</u></b>	Prepares an annual report for the County Executive and Council on County sports participation including factors such as access

Montgomery County Boards, Commissions, Committees	Summary
	to fields, facilities and sports, and makes recommendations to improve quality, quantity and variety of sports, and recognizes winning County teams and athletes.
79. <b><u>Strathmore Hall Foundation Board of Directors</u></b>	Fosters support for the continuing development of the Strathmore Hall Arts Center and effective use of the center's facilities.
80. <b><u>Taxicab Service Advisory Committee</u></b>	Advises the Director of the Department of Transportation in carrying out duties and functions under Chapter 53 (Taxicabs); evaluates the performance of the taxicab industry in serving members of the population with special transportation needs, such as senior citizens and people with disabilities; and conducts the biennial review of the taxicab industry.
81. <b><u>Upcounty Citizens Advisory Board</u></b>	Advises the County Executive and the County Council on issues and needs for the greater upcounty area and advocates for regional priorities. Members work closely with the Upcounty Regional Services Center staff.
82. <b><u>Veterans Affairs, Commission on</u></b>	Disseminates information and educational materials for veterans and their families. Conducts programs, meetings, and conferences to promote veterans' opportunities and rights. Advises on the status of veterans' programs and services in the State and County. Plans public acknowledgements and commemorations of veterans' contributions.
83. <b><u>Victim Services Advisory Board</u></b>	Works with the County's Department of Health and Human Services to periodically review services and facilities for victims and their families.
84. <b><u>Washington Suburban Sanitary Commission (WSSC)</u></b>	This bi-county commission works to regulate the agency responsible for public water supply and water treatment and the sewer system.
85. <b><u>Washington Suburban Transit Commission (WSTC)</u></b>	This multi-jurisdictional commission plans and coordinates transportation in the Washington metropolitan area.
86. <b><u>Water Quality Advisory Group</u></b>	Advises the County Executive and County Council on issues associated with water quality in the County and State, including streams, rivers and other natural bodies of water.
87. <b><u>Western Montgomery County Citizens Advisory Board</u></b>	Advises the County Executive and the County Council on issues and needs for the western area of the county and advocates for regional priorities. Members work closely with the Bethesda-Chevy Chase Regional Services Center staff.
88. <b><u>Wheaton Urban District Advisory Committee</u></b>	Works with County government officials on matters relating to programs, activities and issues for the Wheaton Urban District.
89. <b><u>White Flint Downtown Advisory Committee</u></b>	Advisory to the County Executive, County Council and County departments on public services in the White Flint Sector Plan Area, and coordinates community activities that promote and advance business interests, and a sense of place, community, maintenance and walkability within the Area.

Montgomery County Boards, Commissions, Committees	Summary
90. <b><u>Women, Commission for</u></b>	Works to promote women's issues and to eliminate inequality, discrimination and prejudice on the basis of sex in such areas as housing, recreation, employment, education, community services, and the judicial system.
91. <b><u>Workforce Development Board</u></b>	The Federal Workforce Investment Act of 1998 set forth guidelines for local areas to administer workforce programs and services in the local workforce investment area; this Board administers the Act and establishes policies to guide and lead the workforce agenda in Montgomery County.

*Note:* This table totals 91 BCCs because the Police Accountability Board and Administrative Charging Committees are described in one row. Source: *Montgomery County, MD, Board, Committees, and Commissions*. <https://www.montgomerycountymd.gov/boards/list.html>

**Appendix C. BCCs and Positions with Lifetime/Non-Expiring Positions**

Board, Commission, Committee Name	Number of Positions
<b>Alcohol and Other Drug Addiction Advisory Council</b>	<b>7</b>
<b>No Term Expiration</b>	<b>7</b>
Non voting - Ex officio	7
<b>Alcoholic Beverages Advisory Board</b>	<b>2</b>
<b>No Term Expiration</b>	<b>2</b>
Ex Officio - Chairman of the Board of License Commissioners	1
Ex Officio - Director - Alcoholic Beverage Services	1
<b>Bethesda Urban Partnership, Inc. Board of Directors</b>	<b>1</b>
<b>No Term Expiration</b>	<b>1</b>
Ex Officio Non Voting - County Executive Designee	1
<b>Board of Investment Trustees</b>	<b>4</b>
<b>No Term Expiration</b>	<b>4</b>
County Council Administrator	1
County Employee Org FOP, Lodge 35	1
County Employee Org IAFF Local 1664	1
County Employee Org MCGEO	1
<b>Building Performance Improvement Board</b>	<b>4</b>
<b>No Term Expiration</b>	<b>4</b>
Ex Officio - Nonvoting - Dept. of Environmental Protection	1
Ex Officio - Nonvoting - Dept. of General Services	1
Ex Officio - Nonvoting - Dept. of Housing and Community Affairs	1
Ex Officio - Nonvoting - Dept. of Permitting Services	1
<b>Commission on Child Care</b>	<b>3</b>
<b>No Term Expiration</b>	<b>3</b>
Non Voting	3
<b>Commission on Health</b>	<b>1</b>
<b>No Term Expiration</b>	<b>1</b>
Ex Officio Non Voting	1
<b>Commission on Juvenile Justice</b>	<b>14</b>
<b>No Term Expiration</b>	<b>14</b>
Ex Officio	10
Non-Voting Member Emeritus	4
<b>Commission on People with Disabilities</b>	<b>9</b>
<b>Life Term</b>	<b>1</b>
Ex Officio - Non Voting	1
<b>No Term Expiration</b>	<b>8</b>
Ex Officio - Non Voting	8
<b>Commission on Veterans Affairs</b>	<b>1</b>



Board, Commission, Committee Name	Number of Positions
<b>No Term Expiration</b>	<b>1</b>
Non-Voting Congressional Delegation	1
<b>Committee Against Hate/Violence</b>	<b>6</b>
<b>No Term Expiration</b>	<b>6</b>
Ex Officio - Non-Voting	6
<b>Community Action Board</b>	<b>5</b>
<b>No Term Expiration</b>	<b>5</b>
Public Official - Board of Education	1
Public Official - County Council	1
Public Official - County Executive's Designee	1
Public Official - Dept. of Transportation	1
Public Official - Human Rights Commission	1
<b>Consolidated Retiree Health Benefits Trust Board of Trustees</b>	<b>8</b>
<b>No Term Expiration</b>	<b>8</b>
Board of Education - MCPS Employee Member of Bargaining Unit	1
Board of Education - MCPS Retiree	1
Board of Education - MCPS Superintendent's Designee	1
County Council Administrator	1
County Employee Org FOP, Lodge 35	1
County Employee Org IAFF Local 1664	1
County Employee Org MCGEO	1
Montgomery College Board of Trustees - President's Designee	1
<b>County-wide Recreation and Parks Advisory Board</b>	<b>4</b>
<b>No Term Expiration</b>	<b>4</b>
Ex Officio –(c) (7) Commission on People with Disabilities	1
Ex Officio (c) (4) Office of Community Use of Public Facilities	1
Ex Officio (c) (5) Community Action Board	1
Ex Officio (c) (6) Commission on Aging	1
<b>Criminal Justice Coordinating Commission</b>	<b>22</b>
<b>No Term Expiration</b>	<b>22</b>
(b)(2)(A) Ex Officio (requested)	1
(b)(2)(B) Ex Officio (requested)	1
(b)(2)(C) Ex Officio (requested)	1
(b)(2)(D) Ex Officio (requested)	1
(b)(2)(E) Ex Officio (requested)	1
(b)(2)(F) Ex Officio (requested)	1
(b)(2)(G) Ex Officio (requested)	1
(b)(2)(H) Ex Officio (requested)	1
(b)(2)(I) Ex Officio (requested)	1

Board, Commission, Committee Name	Number of Positions
(b)(2)(J) Ex Officio (requested)	1
(b)(2)(K) Ex Officio (requested)	1
(b)(2)(L) Ex Officio (requested)	1
(b)(3)(A) Ex Officio	1
(b)(3)(B) Ex Officio	1
(b)(3)(C) Ex Officio	1
(b)(3)(D) Ex Officio 1 Criminal Justice Coordinating Commission	1
(b)(3)(E) Ex Officio	1
(b)(3)(F) Ex Officio	1
(b)(3)(G) Ex Officio	1
(b)(3)(H) Ex Officio	1
Employee - MD Dept. of Juvenile Services	1
Employee - MD Division of Parole and Probation, Dept. of Public Safety and Correctional Services	1
<b>Department of Permitting Services Advisory Committee</b>	<b>6</b>
<b>No Term Expiration</b>	<b>6</b>
Ex Officio	6
<b>Dickerson Area Facilities Implementation Group</b>	<b>4</b>
<b>No Term Expiration</b>	<b>4</b>
Ex Officio - Non Voting	1
Ex Officio - Non-Voting	3
<b>Domestic Violence Coordinating Council</b>	<b>10</b>
<b>No Term Expiration</b>	<b>10</b>
Ex Officio appointed (A) - County Council	1
Ex Officio appointed (B) - Chief of Police Designee	1
Ex Officio appointed (C-) - DHHS Rep	1
Ex Officio appointed (D) - Commission for Women	1
Ex Officio appointed (E) - Department of Correction and Rehabilitation	1
Ex Officio requested (A) - Administrative Judge Designee, Maryland District Court-Dist. 6	1
Ex Officio requested (B) - Administrative Judge Designee, Montgomery County Circuit Court	1
Ex Officio requested (C) - State's Attorney	1
Ex Officio requested (D) - MD Division of Parole and Probation	1
Ex officio requested (E) - County Sheriff	1
<b>Early Care and Education Coordinating Entity Board of Directors (Children's Opportunity Alliance)</b>	<b>8</b>
<b>Life Term</b>	<b>5</b>
Ex Officio - Dept. of Health and Human Services	2

Board, Commission, Committee Name	Number of Positions
Ex Officio - Montgomery College	1
Ex Officio - Office of Management and Budget	1
Ex Officio - Universities at Shady Grove	1
<b>No Term Expiration</b>	<b>3</b>
Ex Officio - Dept. of Health and Human Services	1
Ex Officio Board of Education and Montgomery County Public Schools Designee	2
<b>Friendship Heights Transportation Management District Advisory Committee</b>	<b>2</b>
<b>No Term Expiration</b>	<b>2</b>
Non Voting - Chevy Chase Village Police Department	1
Non Voting - Department of Transportation Director's Designee	1
<b>Glen Echo Park Partnership for Arts &amp; Culture Inc. Board of Directors</b>	<b>2</b>
<b>No Term Expiration</b>	<b>2</b>
Ex Officio - Non Voting - County Council President Designee	1
Ex Officio - Non Voting - County Executive Designee	1
<b>Greater Shady Grove Transportation Management District Advisory Committee</b>	<b>3</b>
<b>No Term Expiration</b>	<b>3</b>
Ex Officio - Non Voting - Montgomery-National Capital Park and Planning Commission designee	1
Ex Officio - Non Voting - Upcounty Regional Services Center Director	1
Resident - Non Voting - Gaithersburg	1
<b>Human Trafficking Prevention Committee</b>	<b>1</b>
<b>No Term Expiration</b>	<b>1</b>
Non Voting Ex Officio (2) (A) (iv) Director Commission on Human Rights or Designee	1
<b>Intellectual and Developmental Disabilities Commission</b>	<b>5</b>
<b>No Term Expiration</b>	<b>5</b>
Non-Voting - Maryland Developmental Disabilities Administration	1
Non-Voting - Montgomery College	1
Non-Voting - Montgomery County Dept. of Health and Human Services	1
Non-Voting - Montgomery County Dept. of Recreation	1
Non-Voting - WorkSource Montgomery	1
<b>Interagency Commission on Homelessness</b>	<b>4</b>
<b>No Term Expiration</b>	<b>4</b>
(a) (7) Ex Officio - Office of the County Executive	1
(c) (1) Ex Officio Invited Councilmember or Council Staff	1
(c) (3) Ex Officio Invited Member of the County Legislative	1

Board, Commission, Committee Name	Number of Positions
: (b) (3) Ex Officio Director (or designee) of the Dept. of Housing and Community Affairs	1
<b>Interagency Coordinating Board for Community Use of Public Facilities</b>	<b>2</b>
<b>No Term Expiration</b>	<b>2</b>
Voting - Chief Administrative Officer	1
Voting - County Council Administrator	1
<b>Library Board</b>	<b>1</b>
<b>No Term Expiration</b>	<b>1</b>
MCPS	1
<b>Local Management Board for Children, Youth and Families</b>	<b>8</b>
<b>Life Term</b>	<b>1</b>
Public Sector (b)(4)	1
<b>No Term Expiration</b>	<b>7</b>
Public Sector (b)(1)	1
Public Sector (b)(10)	1
Public Sector (b)(12)	1
Public Sector (b)(2)	1
Public Sector (b)(3)	1
Public Sector (b)(6)	1
Public Sector (b)(9)	1
<b>Mental Health Advisory Committee</b>	<b>3</b>
<b>No Term Expiration</b>	<b>3</b>
Non Voting - Ex Officio	1
Non voting - Ex officio	2
<b>Montgomery Cares Program Advisory Board</b>	<b>1</b>
<b>No Term Expiration</b>	<b>1</b>
Ex Officio - Chief of the Department's Behavioral Health and Crisis Services - Designee	1
<b>Montgomery County Soil Conservation District Board of Supervisors</b>	<b>1</b>
<b>No Term Expiration</b>	<b>1</b>
Public	1
<b>Rustic Roads Advisory Committee</b>	<b>1</b>
<b>No Term Expiration</b>	<b>1</b>
Designee of the Chairman of the Planning Board - Non Voting	1
<b>Silver Spring Transportation Management District Advisory Committee</b>	<b>1</b>
<b>No Term Expiration</b>	<b>1</b>
Non Voting - County Dept. of Transportation	1
<b>Solid Waste Advisory Committee</b>	<b>1</b>
<b>No Term Expiration</b>	<b>1</b>

Board, Commission, Committee Name	Number of Positions
Ex Officio Non -Voting - MNCPPC	1
<b>Strathmore Hall Foundation Board of Directors</b>	<b>2</b>
<b>No Term Expiration</b>	<b>2</b>
Ex Officio - CE Designee	1
Ex Officio - Montgomery County Council	1
<b>Taxicab Services Commission</b>	<b>2</b>
<b>No Term Expiration</b>	<b>2</b>
Ex Officio - Non Voting - County Council T & E Committee, Chair	1
Ex Officio - Non Voting Dept. of Transportation Director	1
<b>Victim Services Advisory Board</b>	<b>2</b>
<b>No Term Expiration</b>	<b>2</b>
Ex Officio Non-Voting	2
<b>White Flint Downtown Advisory Committee</b>	<b>2</b>
<b>No Term Expiration</b>	<b>2</b>
Ex Officio, Non Voting - County Executive	1
Ex Officio, Non Voting County Council	1
<b>Grand Total</b>	<b>163</b>