

October 10, 2025

Annual Review of Committees and Working Groups

Overview

[SANDAG Board Policy No. 001](#) requires that the Executive Committee annually review all SANDAG committees and working groups to determine whether they are needed or if there are any revisions to functions or membership. Attachment 1 provides an overview of the current committees and working groups and task forces.

Earlier this year, SANDAG initiated an external assessment of the Policy Advisory Committees (PACs) and Working Groups (WGs) based on feedback from the Board of Directors. Some of the goals that were outlined for this work include ensuring clear roles and responsibilities, streamlining decision-making processes, and improving communication channels between all stakeholders to address challenges in decision-making, accountability, and operational effectiveness.

Key Considerations

On [July 11, 2025](#), the Executive Committee received an update on an initial review of SANDAG governing statute and requirements, member surveys, Board and staff interviews, and a scan of peer Metropolitan Planning Organizations. More than 120 people contributed feedback.

The Executive Committee's discussion highlighted several important considerations for how SANDAG's PACs and WGs function today and how they might evolve. While some of the responsibilities are mandated under state law, there remains discretion in most PAC and WG activities. This creates an opportunity to clarify which functions are essential and to ensure that resources are aligned with the agency's mission and priorities.

Managing these groups requires significant staff and participant time, and members emphasized the importance of balancing the value of broad policy discussions with the resources needed to support it. Feedback also suggested that current agendas often feel reactive or geographically specific, rather than strategic, which can limit their usefulness to the Board as a whole.

Another theme centered on communication and information flow. The perception was that input from PACs and WGs does not consistently reach the Board in a way that influences decision-making, and members of these groups often lack clarity about how their contributions are used. Finally, participation and influence seem to vary across groups— feedback shared that some provide clear value and attract strong engagement, while others struggle with clarity of purpose. There was a strong desire among participants to see these structures play a more active role in shaping policy recommendations, rather than serving primarily as information-sharing forums.

Attachment 2 outlines the recommendations that have been developed for consideration.

Action: Discussion/Possible Action

The Executive Committee is asked to provide feedback on recommendations to strengthen the work of the Policy Advisory Committees and Working Groups.

Fiscal Impact:

None.

Schedule/Scope Impact:

Any approved updates to the Policy Advisory Committees and/or Working Groups are proposed to be implemented for the 2026 calendar year.

Next Steps

Following Committee discussion, the Executive Committee may choose to forward the recommendations to the full Board for consideration and possible approval. Any approved changes would be effective, beginning in 2026. As part of this effort, staff will also implement operational changes to strengthen effective communication with the Board.

Robyn Wapner, Chief Administrative and Public Affairs Officer

Attachments:

1. FY 2026 Working Groups and Task Forces
2. Policy Advisory Committee and Working Group Recommendations