

## Policy Advisory Committee and Working Group Recommendations

Submitted for consideration to SANDAG Executive Committee by Becca Karpinski, Audaculus Consulting  
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In order to ensure clear roles and responsibilities, streamline decision-making processes, and improve communication channels between all stakeholders, the following changes are recommended. *All recommendations are based on in-depth stakeholder research including PAC and WG chairs and members as well as SANDAG leaders and staff (themes shared at July 11 EC meeting).*

### Executive Committee

- Expand scope to include key areas requiring deeper discussion before Board action: risk management, strategic planning, retention and succession planning, corrective action plan activities, budget and funding strategies, and direct services/operations.

### Transportation Committee

- Provide more opportunities for strategic, future-oriented discussion in addition to project approvals.
- Deliver project progress updates in writing, outside of meetings, to reserve meeting time for higher-level issues.

### Regional Planning Committee

- Re-establish RPC as a fully engaged Policy Advisory Committee, parallel in role to the Transportation Committee, focused on land use, housing, and climate resilience.
- Adjust meeting frequency to align with SANDAG's annual work plan, with quarterly meetings recommended for 2026.

### Borders Committee

- Re-establish Borders Committee as a fully engaged Policy Advisory Committee, transitioning to quarterly strategic discussions focused on accomplishments, upcoming priorities, and cross-regional needs/input.

### Working Group Changes

- Establish annual workplans and meeting cadence for each WG based on SANDAG's strategic priorities and focused on region-wide and policy-level issues.
- Task WG liaisons with preparing a written report for the consent agenda of relevant PAC and/or Board meetings.
- Consider converting selected Working Groups to regular convenings for strategic and policy conversations with key stakeholders.
- Consider removing requirement that SANDAG Board members chair WGs.

### Other Improvements

- Formalize regular convenings of key stakeholders for strategic conversations to advance SANDAG strategic priorities (e.g. city managers, military installations).
- Improve Board visibility of other channels for stakeholder input: short-term project development teams and project-specific stakeholder engagement, input from regular convenings.
- Staff operational changes to improve efficiency and communication.