



# SANDAG Policy Advisory Committee and Working Group Refresh Project

Recommendations for Consideration  
October 2025

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## Reminder

### Why?

- Community, stakeholder and expert input is critical to SANDAG's success.
- WG and PAC meetings are expensive (both for SANDAG and members) and should be focused on their unique role.

### Research

- 120 stakeholders
  - Board input: survey + discussion
  - PAC and WG chair and staff liaison interviews
  - SANDAG staff leadership interviews
  - PAC and WG member survey
  - Document review and peer organization

### Key Themes

- All work should tie to SANDAG mandates and priorities.
- Everyone wants their time used efficiently.
- More and clearer communication across groups is needed.
- Not all topics or stakeholders have a venue.
- SANDAG has many other channels for getting the input it needs, but they don't have the visibility and prestige of WGs or clear expectations/standards (yet).

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# Recommendations for Consideration

## 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.