

7 TECHNICAL COMMITTEES

7.1 Terms of Reference

The terms of reference for each of the Technical Committees for the 2012-2015 four-year cycle listed in Section 5.4 are set out in the World Road Association Strategic Plan 2012-2015.

7.1.1 *Coordination across Technical Committees and Strategic Themes*

Work plans and actions to address them require coordination across Technical Committees, both within and between Strategic Themes, mounting cooperative and joint studies as appropriate and avoiding unnecessary overlap and duplication.

Sustainable development, technology transfer, management, finance, the environment, safety and the performance of road administrations are of interest to all Technical Committees. Therefore, all Technical Committees should include these topics in their activities. However, the Technical Committees with particular concern for these topics within their terms of reference should address more specific subjects of interest to decision makers and road professionals.

Some topics may concern two or more Technical Committees. To ensure cooperation, the Technical Committee Chairs should initiate liaison between the Technical Committees concerned. Each Strategic Theme Coordinator should support and follow-up this action.

7.1.2 *Liaison with other international and regional organisations*

Other international or regional organisations, governmental and non-governmental bodies may be involved in subjects relevant to the terms of reference of the various Technical Committees. Each Technical Committee should:

- identify these organisations, their objectives and activities;
- establish necessary initial contacts with these organisations;
- seek efficient cooperation and, in particular, organise occasional joint events.

Official contact with these organisations must be made by the General Secretariat on recommendations from the Technical Committees and/or the Strategic Theme Coordinator.

7.1.3 *The needs of developing countries and countries in transition*

Technical Committees should include within their work programs actions to address the needs of developing countries and countries in transition.

Strategic Theme Coordinators should oversee these matters, and report to the Strategic Planning Commission.

7.2 Composition

7.2.1 *Definition of members, corresponding members and associate members*

Member: A member is a person designated by the First Delegate of his or her country (or by an organisation) to participate in the activities of the Technical Committee and attend its meetings.

Corresponding Member: A corresponding member is a person designated by the First Delegate of his or her country (or by an organisation) to participate in the activities of the Technical Committee by correspondence, without formal agreement to attend meetings, (although attendance of corresponding members at Committee meetings whenever possible is welcomed).

In order to involve a wider range of countries in the activities of Technical Committees the role of corresponding members is very important. The active involvement of corresponding members in the work of Technical Committees will facilitate information exchange and technology transfer especially for developing countries and countries in transition.

Associate Member: An associate member is a person invited by a Technical Committee through its Chair to participate in its activities, given their knowledge and experience, to enhance the work of the Committee. To encourage the participation of young professionals in the Association, First Delegates are also encouraged to nominate such professionals from their countries as Associate members.

The First Delegate and the Chair of the National Committee when appropriate are informed of the nomination of associate members from their country.

A member, a corresponding member or an associate member of a Technical Committee should speak and write English or French.

7.2.2 *Nomination and resignation*

Members and corresponding members of Technical Committees are nominated by the First Delegate of member countries and by international organisations upon invitation of the General Secretariat.

After each World Road Congress, the Secretary General asks the First Delegates of member countries to propose the names of people who will represent them on each Technical Committee as members or corresponding members for four years until the end of the next Congress.

National Committees or equivalent organisations with National Committee status recognised by the Association may help their First Delegates in identifying and selecting members and corresponding members.

Each person nominated as a member or corresponding member of a Technical Committee by the First Delegate (or by an organisation) is informed of the existence of this Blue Guide indicating his/her responsibilities and he/she can download it from the Association's website.

Each member country may appoint up to two members or corresponding members to each Technical Committee. The Chair and Secretaries of the Technical Committee are not included in this number.

In the case of a country appointing two members or corresponding members to a Technical Committee, it may be advisable to have one member from the public sector and one member from the private sector.

Furthermore, as a higher participation of cities in the World Road Association is desired, a civil servant from technical services of municipalities or local authorities if relevant can be nominated as members by their First Delegates even if they are from countries, which have already nominated two members.

The First Delegate is responsible to ensure that the members and corresponding members he/she has nominated to Technical Committees are provided with the necessary financial and technical support to secure their effective and efficient participation in the meetings and work of their Technical Committees. If resources are not available for members to attend the majority of meetings of their Technical Committee, they should instead be appointed as corresponding members.

Countries affiliated to a regional association may choose to agree on a single representative to serve on a Technical Committee. This representative coordinates exchange of information between his/her regional association and the World Road Association.

One person should not serve as a member of several Technical Committees at the one time.

A member should serve a maximum of two terms on a Technical Committee except if he/she is appointed Chair or Secretary.

At any time the First Delegate can nominate, modify (from member to corresponding member or vice versa) or replace his country's members of Technical Committees. However, the continuity of Technical Committee activities should be taken into account.

If a member or corresponding member neither attends meetings for a year nor contributes by correspondence, his/her membership will automatically lapse. The Secretaries of the Technical Committee shall inform the Secretary General who will then contact the First Delegate of the member or corresponding member concerned.

A resigning member or a member unable to assume his/her mandate should advise the First Delegate of his/her country with a copy to the Secretary General. The First Delegate may then appoint a replacement representative for the remaining period of the mandate.

7.2.3 Obligations and rights

Members and Corresponding Members

Technical Committee members and corresponding members should be affiliated to an organization which holds a collective membership of the World Road Association. The exceptions to this general rule are the following:

- the members of State Administrations are not concerned as the states pay a government contribution. This is the same for members designated by Regional Authorities which are members of PIARC as such.
- in the case of academics (universities, schools) or independents, a registration as individual member is accepted.

The member(s) or corresponding member(s) of a country are required to contribute actively to the work of the Technical Committee.

They should provide all national items of information liable to be of interest to the Committee and, in particular in the case of surveys. They also assume the responsibility for the dissemination of the information they collect from the Technical Committee within their own countries or international organisations having appointed them. This can be done through national counterpart committees dealing with the same topics, or through articles published in specialised national magazines.

They should assist in the organisation of any International seminar of the Association in their country involving its Technical Committee.

Associate Members

Persons invited by the World Road Association to participate in the activities of the Technical Committees as Associate Members, as representing another international organisation, are exempted from registration to PIARC.

People invited at the initiative of the Technical Committees, as Associate Members are requested to become Individual Members (they are of course exempted if their organisations themselves are members of PIARC).

7.3 Chair of the Technical Committees

7.3.1 *Nomination*

TC Chairs must have strong expertise in the area of the corresponding Technical Committee and experience of working in international groups and of the management and leadership of working groups.

The Chair of each Technical Committee is designated by the Executive Committee.

Before the World Road Congress, upon the request for nomination by the General Secretariat, the First Delegate of each member country may propose to the Executive Committee candidates for chairmanship of Technical Committees. The curriculum vitae and a letter of motivation of all candidates must be sent to the General Secretariat. A nomination implies a commitment of the country to provide the Chair with the necessary support to fulfil the expected tasks.

The Chair has a four-year mandate and can be designated for a maximum of two terms only.

Past Chairs may join the activities of the Technical Committee and attend the meetings with agreement of their First Delegates. Alternatively, they may take on activities with other Technical Committees.

The Chair is exempted from paying the registration fee to the World Road Congress.

7.3.2 *Role and responsibilities of the Chair*

The Chairperson is the key person in providing the leadership of each Technical Committees to ensure the development and delivery of the work programme set out in the Strategic Plan. In terms of their commitment it is expected that they will:

- Organise and chair two plenary meetings of the Technical Committee per annum and possibly a meeting between the Chair and the leaders of the working groups.
- Attend a coordination meeting with the Strategic Theme Coordinator and the Chairs of the other Technical Committees of the same Strategic Theme in 2014.
- Participate in the World Road Congress in 2015.

In addition, during the four-year cycle, each Technical Committee is asked to contribute to two three-day seminars held in either developing country or countries with economies in transition (usually the seminars are organized back-to-back with a TC meeting).

The Chair of the Technical Committee:

- Is responsible for the management of the Technical Committee. In this role, in agreement with the members, he/she determines the structure of the Technical Committee, appoints associate members to it, prepares the work programme, sets the plenary meetings of the Technical Committee, oversees the time-table of the work,
- Establishes a quality assurance approach for the outputs of the Technical Committee including the appointment of a review group to undertake the final review of the reports. The Chair ensures that the quality process is followed and remains accountable for every aspect of quality of the technical reports of the Technical Committee;
- Closely liaises with and reports the work of the Technical Committee to the relevant Strategic Theme Coordinator who reports to the Strategic Planning Commission;
- Works with the General Secretariat, including Technical Advisors, to ensure the effective running of the Committee;
- Is the direct interlocutor of the Strategic Theme Coordinator and of the Secretary General for all questions relevant to the Technical Committee;
- Sets the agenda and chairs the meetings;
- Validates the minutes of the meetings;
- Approves the reports produced in English and French before transmission for publication to the General Secretariat through the relevant Strategic Theme Coordinator;
- Assures representation of the World Road Association, on request, to events and other bodies, where he is invited as Chair of the Technical Committee;
- Where appropriate, works with the Secretary General to ensure that a suitable high quality, committed replacement TC Chair is identified for the succeeding cycle.

7.4 Vice-Chair of the Technical Committee

7.4.1 *Nomination of the Vice-Chair*

The appointment of a TC Vice-Chair, from within the membership of the Technical Committee, is at the discretion of the TC Chair.

7.4.2 *Role and Responsibilities of Vice-Chair*

Where appointed, the Vice-Chair of the Technical Committee shall support the Chair in the management of the Technical Committee's activities both internally and externally as required. His duties should be clearly identified and complement those of the secretaries.

7.5 Secretaries of the Technical Committees

Each Technical Committee includes three Secretaries, one French-speaking, one English-speaking and one Spanish-speaking. The key skills of the appointed individual are those related to language and to effective organization and administration.

The role of the Spanish Secretary is to act as liaison between Spanish speaking countries and facilitating communication.

7.5.1 *Nomination of the Secretaries*

Before the World Road Congress, the General Secretariat invites all First Delegates to propose nominations for the role of secretaries. A curriculum vitae should be attached to each nomination. A nomination implies a commitment of the country to provide the Secretary with the necessary support to fulfil the expected tasks.

The Secretaries are designated by the Executive Committee.

The Chair and Secretary mandates must be held by different persons.

The Secretaries are exempted from paying the registration fee to the World Road Congress.

7.5.2 *Role and Responsibilities of Secretaries*

The secretaries play an important role in operations of the Technical Committee. They are expected to attend regularly the Technical Committee meetings. In terms of their commitment it is expected that they will:

- Attend two plenary meetings of the TC per annum and possibly a meeting between the Chair and the leaders of the working groups.
- Attend the seminars to which the TC contributes.
- Attend a coordination meeting with the Strategic Theme Coordinator and the Chairs of the other TCs of the same Strategic Theme in 2014.
- Participate in the World Road Congress in 2015.

The notices/invitations and minutes of the meetings should be prepared by the Secretaries of Technical Committees in English and French.

The minutes of the meetings should be sent as an electronic file to the General Secretariat after approval by the Chair as soon as they are ready in one of the languages of the Association and, in any case, no later than one month after the meeting.

The Secretaries of the Technical Committees keep a record of attendance, apologies and absence for all meetings. They are expected to keep close contact with members, corresponding members and associate members.

The minutes are posted by the General Secretariat in the members only space of the Association website, so that any member can read the minutes of the meeting and understand what work is being done by the Technical Committees. The Secretaries should also send the minutes to all members and corresponding members of the Technical Committee and to the Strategic Theme Coordinator.

The Strategic Theme Coordinator and the General Secretariat should be informed about the date and place of the next Technical Committee meeting as soon as it is set, even before the minutes of the last meeting are finalised. The General Secretariat will update the website.

Each Technical Committee is given a dedicated working space on the website of the Association. This space is managed by the Technical Committee preferably by one of the Secretaries or by the Vice-Chair if such a person is appointed.

The Secretaries of Technical Committees are expected to keep close contact with members, corresponding members and associate members.

The Secretaries of Technical Committees may also be called upon by their Committees or Chairs to play a role in coordinating with:

- other Technical Committees for joint or cooperative activities
- the General Secretariat in regard to the publication of Committee outputs
- National Committees in regard to arrangements for seminars in which the Committee is to be involved.

When Technical Committees want to make contact with other organisations, Technical Committee Secretariats should inform the General Secretariat of their intention and can ask for assistance from the General Secretariat if needed.

All secretariat expenses are covered by the countries and/or organisations of the Technical Committee Secretaries.

There is only one database with the details of all the Technical Committee members, corresponding members and associate members. This database is managed by the General Secretariat. The Secretaries of the Technical Committees help the General Secretariat to maintain this database up to date by providing the necessary information.

7.6 Operation of Technical Committees

Each Technical Committee is responsible for the selection of its structure in order to undertake its work program most efficiently and effectively.

7.6.1 Work Program Development and Implementation

Through the Strategic Planning process, terms of reference for each Technical Committee are developed. The outgoing Committee Chairs and members are deeply involved in this process.

Within the framework of the approved terms of reference and with the benefit of any recommendations for further work from the outgoing Committee, each incoming Technical Committee is asked in the year following the World Road Congress to develop a work program for the next four years in consultation with its Strategic Theme Coordinator.

The work programs of the Technical Committees within a Strategic Theme are presented by the Strategic Theme Coordinator to the Strategic Planning Commission then reported to Executive Committee for comment or endorsement.

The work program of each Technical Committee reflects the directions of the Strategic Plan and takes the form of a brief document that indicates:

- the topics to be studied,
- plans for the organisation of the Technical Committees including the name of the TC working groups and cooperation with other Technical Committees and/or organisations,
- envisaged outputs (reports, seminars, articles for "Routes/Roads", etc.) with a provisional timetable, preferably spread over the entire four-year cycle so that the Association will be providing and will be seen to be providing a continuous stream of outputs of benefit to its members. With respect to reports, it should include a calendar for all steps in the creation and production of each report, including outlining contents, drafting, editing and reviewing, approval, translation and production, together with assigned responsibilities for each step.

In the third year of the four-year cycle, the Executive Committee, through the Strategic Planning Commission, will ask the Strategic Theme Coordinators to review emerging strategic issues and prepare proposals for the organisation of Technical Committees for the four years after the next World Road Congress. These will deal with the creation of new Technical Committees, the division of topics between Technical Committees, joint working by Technical Committees and the possible combining or abolition of Technical Committees.

7.6.2 Meetings

Each Technical Committee generally holds an average of two face-to-face meetings a year. However, the number of plenary meetings should be flexible and may depend upon the organizing procedure of each Technical Committee.

Technical Committees, Technical Committee working groups and other are encouraged to exploit the opportunities presented by video-conferencing and tele-conferencing while the limitations of such technologies are acknowledged in terms of the number of participants, the number of locations at which participants can effectively contribute from, and the effects of time differences. The use of internet forums, discussion areas, email meetings and webinars is also encouraged.

The places and dates are set by the Technical Committee, except for the cases mentioned below:

1. The first meeting of each Technical Committee after the World Road Congress is held at the Central Office of the Association in Paris.
2. The Strategic Theme Coordinators may organise simultaneous meetings of Technical Committees on a specific topic in collaboration with the Chairs of the Technical Committees in question. Combining meetings may prove to be an effective means of promoting coordination between the Technical Committees belonging to the same Strategic Theme.

In particular, each Strategic Theme Coordinator should hold a meeting with the Chairs of all the Technical Committees in his or her Strategic Theme in the third year of the four-year cycle. Additional meeting may be held if there is a need.

It is recommended that Technical Committees consider options for timing their meetings so as to allow members from distant countries to combine Technical Committee meetings with participation in other professional meetings.

It is also recommended that Technical Committees organise joint meetings with other professional organisations such as OECD, TRB and so on.

The notices and agenda for Technical Committee meetings are sent by the Chair or the Secretary at least two months ahead of time to the members (for obtaining visa for travel), to the relevant Strategic Theme Coordinator and to the General Secretariat.

The Technical Committee takes care of the preparation of the meetings and other related matters - reservation of meeting rooms, simultaneous translation, technical visits, meals, etc. - with the assistance of the host country.

When a member offers his/her country's invitation to host a Technical Committee meeting, he/she should make sure that all facilities are provided by the host country - meeting room, simultaneous translation, etc.

The Association does not cover any expenditure by participants in connection with these meetings - travel, accommodation - except in the case of members sponsored in part by the Special Fund. (See Section 12).

It is the tradition for the host country or organisation to provide a working meal for Technical Committee members. Sharing this friendly meal together encourages and facilitates communication between Technical Committee members who work together over a number of years. It also provides a means of creating ties with the host country.

In principle, the Association does not cover any expenditure related to the meetings. This principle does not apply to low- and middle-income countries as defined by the World Bank.

In this case, the Association provides financial support for simultaneous translation and for one dinner of the Technical Committee subject to the following conditions:

- an upper limit of 25 Euros per participating Technical Committee member is imposed on meal expenses,
- the host country (or organisation) must submit an estimate and obtain agreement in writing from the Secretary General before making any commitment to incur expenditure.

7.6.3 Languages

At plenary Technical Committee meetings members can speak in English or French. Everyone should be able to hear and understand the comments made by members of the Technical Committee via translation. However, there is no objection to holding discussions in one language only provided all members are in agreement.

It is the host country's responsibility to organise interpreters.

The minutes of meetings drafted by the Secretaries of the Technical Committee should be circulated both in English and French.

The final draft of a report, article, etc., produced by a Technical Committee as a result of a completed project should be examined and approved by members in its English and French versions. Technical Committee members should make full use of the resources available to them within their Committee to ensure the translation of the final draft.

7.6.4 Seminars

An important part of the work of a Technical Committee is the organisation of at least two seminars during the four-year cycle. See section 10 for more details.

7.6.5 Surveys

The outputs of Technical Committees are often based, at least in part, on the results of international surveys involving member countries in particular.

When a Technical Committee undertakes an international survey limited to the Committee members' countries, the data required are collected from the members, corresponding members and associate members of the Technical Committee (and/or possibly from other Technical Committees).

The First Delegate should be contacted for data only if there is no national representative in the Technical Committee.

The questionnaires should be carefully prepared (for clarity of the questions but also in order to determine in advance how the answers will be analyzed) and tested prior to dissemination in the different countries.

When a Technical Committee is considering carrying out a survey of all member countries of the Association, the survey should be submitted to the prior approval of the Theme Coordinator. In addition, the actual circulation of the survey to the member countries is made by the General Secretariat. This procedure is to avoid the First Delegates to receive too many surveys at the same time and on similar subjects.

7.6.6 Terminology

Each Technical Committee shall appoint a "Terminology Correspondent" whose task is to organize the contribution of his/her Committee to the revision and updating of the *Technical Dictionary of Road Terms* and the *Lexicon*, within the Committee's area of expertise.

This work is carried out using the related web-based database available on the Association's website, according to the guidelines provided the Committee on Terminology.

7.6.7 Outputs

It is recognized that Technical Committees may be required to produce outputs:

- Within the 4 year cycle,
- At the end of the cycle,
- That cannot be concluded within the cycle and will thus be prepared over a longer period.

Technical Committees, in preparing the work plan, should explicitly recognise these different types of output, set within a realistic and robust plan that sets out a clear delivery programme.

In addition, the posting of 'interim' reports to the workspace may enable more opinions to be generated within the Technical Committee membership, including from those who did not attend a particular meeting.

7.6.8 *Communication with other international organisations*

Each Technical Committee is also recommended to take advantage of opportunities to cooperate with other international or regional organisations in order to organise international or regional meetings - congresses, seminars, workshops, etc. - and to conduct joint studies which focus on specific topics.

Cooperation with other international organisations is greatly facilitated through exchange of correspondents. Technical Committee members who are designated as World Road Association correspondents with other international organisations are expected to act as intermediaries between their Technical Committees and these organisations throughout the four-year cycle between World Road Congresses.

7.6.9 *Management Checklist*

A summary checklist of organisation, planning and administration tasks each Technical Committee is required to undertake to support its work program is given below:

At the beginning of each cycle, each Technical Committee shall appoint a Terminology Correspondent to revise terminological information and/or transmit specialised vocabulary in the Committee's fields of study.

At the beginning of each cycle, each Technical Committee shall develop a work plan for the four-year cycle from the previously agreed terms of reference and the issues, strategies and outputs in the Strategic Plan for approval of the Strategic Theme Coordinator.

During the four years of the cycle, each Technical Committee will:

- Hold two meetings per year, often in conjunction with another Committee, another organisation, a seminar or a conference
- Hold two seminars in developing countries or countries in transition
- Propose the venues and times of its meetings well in advance and inform the Strategic Theme Coordinator and the Secretary General
- In the third year of the four year cycle, assist the Strategic Theme Coordinators to review emerging strategic issues and prepare proposals for the organisation of Technical Committees and their terms of reference for the four years after the next World Road Congress
- Prepare one or more sessions for the World Road Congress and, if relevant the International Winter Road Congress, reporting on the work of the Committee over the previous four years and also addressing particular topics and issues of interest within the Committee's terms of reference, possibly in conjunction with other Committees
- Ensure that the required outputs are prepared during the four-year cycle.

7.7 Communication

Each Technical Committee should endeavour to communicate with a wide audience each year. This communication can be done by a report, a seminar or conference, a training package, an article in "Routes/Roads" and other journals. (See Section 8).

7.7.1 Communication at the national level

At the national level, Technical Committee members and corresponding members are responsible for gathering and disseminating information relevant to the Committee's terms of reference within their own countries. To do this, they should use, in addition to the means mentioned above, the various networking mechanisms and structures available in their own countries.

7.7.2 Sessions at the World and International Winter Road Congresses

The World Road Congress is an important event that has established the Association's reputation and is held at the end of a four-year period of Technical Committee activities. The aim of the World Road Congress is to bring together reports on road techniques and management systems from around the world and to organise discussions on road and road transport issues. The outcome of the Congress helps the Association to set directions for its future activities.

The International Winter Road Congress is held roughly half way through the four-year cycle. It has similar, albeit more narrowly focussed aims and outcomes to the World Road Congress. It is organised by the Technical Committee on Winter Maintenance which should consider the participation of other Technical Committees when appropriate.

Each Technical Committee is invited to organise a session at the World Road Congress. The aim of these sessions should not necessarily be the presentation of the work of the Technical Committee over the previous four years. Focusing on a topical issue or a discussion on priorities for future study will often be more appropriate.

Technical Committees as well as Strategic Theme Coordinators may also choose to organise a joint session in collaboration with other Technical Committees or other international organisations to present an integrated approach to a Strategic Theme. In addition, each Strategic Theme Coordinator organises a forward looking Strategic Directions sessions related to his or her Strategic Theme.

7.8 Regional organization of activities for selected Technical Committees

To promote and transfer the in-depth technical knowledge of various regional matters to the Technical Committee, trial activities of regional scale organization for selected Technical Committees is proposed.

7.8.1 Fundamental Principles

The unity of the technical committee is not questioned:

- The designation process by the first delegate remains unchanged and according to the same principles. All members are treated equally, whether they work or not in a regional group;
- The same issues are covered by the various regional components of the Technical Committee.

The scope of the technical committee remains global. It is responsible for compiling the various contributions in a general report.

7.8.2 Organizational aspects

A regional group would be managed by one Technical Committee member from that region. After a call for nominations sent to the first delegates of the region (in 2011 after the Mexico congress), the regional group leader would be appointed by the Secretary General in consultation with the TC Chair. The regional group leader must be fluent in English or French to liaise with the rest of the Technical Committee.

The regional group should produce its contributions in English, French or Spanish.

The regional group would meet twice a year and responsible for the organization of one International Seminar in the region, with participation of the Technical Committee which would hold a plenary Technical Committee meeting on this occasion.

The Technical Committee would hold, during the cycle, one and preferably two meetings in one of the countries represented in the regional group.

The regional group leader is requested to attend the plenary Technical Committee meetings. At each Technical Committee meeting he/she would report on the progress of the work of the regional group and make sure the contribution of the regional group is integrated in the work of the Technical Committee.

The regional work group leader will get financial support from the Association to participate in the plenary meetings of the Technical Committee (exclusively for these meetings) according to the following principles:

- travel expenses paid following the rules of the Special Fund,
- accommodation and meals expenses paid upon presentation of invoices, with a maximum of 120 EUR/day and exclusively for the duration of the TC plenary meeting.

In addition the regional work group leader will get free registration for the 2015 World Road Congress.

7.9 Role of Technical Advisors regarding the Technical Committees

The Technical Advisors are typically young professionals seconded by their member country for periods of variable duration to the Association's offices in Paris.

One Technical Advisor is assigned to each Strategic Theme. He/She is the contact person between the Technical Committees, the Strategic Theme Coordinator and the General Secretariat for all matters related to the execution of the Strategic Plan by the Technical Committees, including the preparation of the International seminars and congresses.

The Technical Advisors provide assistance to the Strategic Theme Coordinator, the TC Chair and Secretaries. They assist also in the preparation and running of the Strategic Planning Commission meetings.