

**Maricopa County Arizona  
Department of Public Health**

**Assessment of the Administrative Agency  
Ryan White Part A Grant  
Phoenix EMA  
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## Purpose of the Report

Knowledge Capital Alliance, Inc. (KCA) was engaged to conduct an assessment of the Administrative Agency (AA) for Grant Year 2012 as mandated by the Ryan White Care Act (Sections 2602 and 2617). The focus of the 2012 assessment was: 1) the efficiency and effectiveness of the provider invoicing and payment process, and 2) the Administrative Agency's ability to implement the directives of the Ryan White Planning Council (RYPC). In addition, the 2012 assessment compares the data collected to the similar data collected for grant years 2009, 2010 and 2011.

## Assessment Methodology

KCA conducted a three-phased evaluation process to perform this assessment of the Administrative Agency. The three phases were:

**Phase 1:** Interviews with the Administrative Agent and the Provider Relations & Contracts Administrator

**Phase 2:** Surveys of the Ryan White Service Providers and the Ryan White Planning Council

**Phase 3:** Reviews of Administrative Agency Processes, Reporting Mechanisms, and Performance Data

The three-phased evaluation process was conducted during August, 2012 in Maricopa County, Arizona.

## Findings

The findings of the 2012 Assessment of the Administrative Agency are reported in three parts:

Part 1: Efficiency and Effectiveness of the Service Provider Invoicing and Payment Process,

Part 2: Administrative Agency's Ability to implement the Directives of the Ryan White Planning Council

Part 3: Overall Survey Comments.

A complete listing of the Service Provider and RWPC survey questions, answers, and comments can be found in Appendices 1 and 2 at the end of this document. KCA received a response rate of 90% of the RWPC and 77% of the active Service Providers.

## Part 1 Findings: Efficiency and Effectiveness of the Service Provider Invoicing and Payment Process.

There are currently five measures of efficiency and effectiveness regarding service provider invoicing and payment processing. These five measures are reflected in the table below. The average time to process a Service Provider's invoice was 28 work days in 2012, up slightly from 23 work days in 2011, and down from 31 work days in 2010 and 43 days in 2009. It should also be noted that the number of invoices which are not being processed and paid within 60 days was up by 1 to 14 in 2012 but still significantly reduced from 36 invoices in 2010.

Survey Item	2012	2011	2010	2009	2011-2012 Change	Notes
Average number of work days to process a Service Provider's Invoice	28 Days	23 Days	31 Days	43 Days	+5 days	
<b>Minimum</b> turnaround time of accurate invoices (<60 days)	100%	100%	90%	100%	+0%	
<b>Average</b> turnaround time of accurate invoices (<60 days)	100%	92%	80%	92%	+8%	
<b>Maximum</b> turnaround time of accurate invoices (<60 days)	63%	64%	63%	42%	-1%	
Accuracy of payments	85%	82%	79%	71%	+3%	
Number of invoices paid in greater than 60 days	14	13	36	26	+1	

Survey results indicate that turnaround times continue to improve and the positive working relationship that was noted in last year's assessment continues between the RWPC, the Service Providers, and the Administrative Agency.

## Part 2 Findings: Administrative Agency’s Ability to implement the Directives of the Ryan White Planning Council.

A survey of the Planning Council gathered perceptions from the membership in two areas: 1) Did the Administrative Agency Implement the Directives of the RWPC in an accurate and timely manner? And, 2) Did the Administrative Agency accurately contract the funding allocated by the RWPC?

*RWPC Survey Results – Implementing Directives:* The RWPC strongly believes that the Administrative Agency has implemented the directives in an accurate and timely manner. The survey results showed that 94% of the RWPC members responding believe that the directives were implemented in a timely manner. This was up from 90% for the 2011 grant year. The survey results also showed that 91% of the RWPC members responding believe that the directives were implemented in an accurate manner. This was down slightly from the 92% for the 2011 grant year and 93% for the 2010 grant year.

*RWPC Survey Results – Contract the Funding:* 94% of the RWPC members responding strongly believe that the Administrative Agency has accurately contracted the funding allocated by the RWPC. This figure is up from 91% in 2011 and 88% in 2010.

*RWPC Survey Results – Adequate Notification and Information:* 94% of the RWPC members responding strongly believe that the Administrative Agency provides adequate notification for the reallocation of funds. This figure is up from 92% in 2010 and 2011. Additionally, 94% of the RWPC members responding strongly believe that the Administrative Agency provides adequate information regarding the reallocation of funds. This figure is up from 91% in 2011 and 92% in 2010.

Survey Item	2012	2011	2010	2009	2011-2012 Change	Notes
Timely implementation of PC directives	94%	90%	91%	84%	+4%	
Accurate implementation of PC directives	91%	92%	93%	84%	-1%	
AA provides sufficient information to PC	93%	91%	93%	82%	+2%	
Accurate contracting of allocated funds by PC	94%	91%	88%	90%	+3%	
AA provides adequate notification for reallocation of funds	94%	92%	92%	80%	+2%	
AA provides adequate information for reallocation of funds	94%	91%	92%	86%	+3%	

## Findings: Overall Survey Comments

In addition to the findings above, the RWPC and the Service Providers were asked to comment on a number of items related to the performance of the Administrative Agency such as the effectiveness of the AA's communication process and the current relationship between the Service Provider's organizations and the AA. The survey responses were very favorable indicating the positive relationship between the RWPC, the Service Provider organizations, and the Administrative Agency noted in last year's assessment continues to improve. Also, it is quite clear from the survey responses (see below) that the Administrative Agency continues to work very hard to establish an effective communication process. The renewed sense of collaboration between all parties which was evident beginning in 2009 continues to show improvement.

Survey Item	2012	2011	2010	2009	2011-2012 Change
Communications between PC and AA	96%	93%	91%	90%	+3%
Understanding of the role of the AA	96%	98%	91%	87%	-2%
Understanding of the role of the PC	99%	99%	96%	95%	+0%

## 2011 Recommendations and Responses

KCA provided the following recommendations to the Administrative Agency upon completion of this process in 2011. The recommendations and responses of the Administrative Agency are noted here.

### **Recommendation 1:**

The Administrative Agency (AA) should continue to use its comprehensive approach of 1) provider training, 2) group and individual workshops, 3) policy enforcement, and 4) operational support and assistance. These training activities and targeted technical assistance are producing significant results in both provider performance and enhanced communication between providers and the Administrative Agency.

### **Response:**

*Over the past year, the Administrative, Quality Management and Fiscal teams provided a multitude of **group and individual training workshops** for providers on quality, financial and contractual/administrative fiscal matters.*

***Trainings, workshops, operational support and policy enforcement** were provided in the following areas (this list is not exhaustive):*

- *Fiscal*
  - *Billing*
    - *Data entry and reporting*
    - *Invoice format and submission*
    - *Supplemental documentation requirements*
    - *Reconciliations*
    - *Reimbursement methodologies*
  - *Budget preparation*
  - *Variance reporting*
  - *Site Visits*
- *Contractual/Administrative*
  - *HRSA National Monitoring Standards*
  - *Policies and Procedures*
  - *Contract amendments/procurement*
  - *Conditions of Award*
  - *Site Visits*
  - *Client eligibility*
  - *CAREWare*
    - *Data collection and entry*
    - *Ryan White Data Report (RSR)*
    - *Client eligibility*
- *Quality Management*
  - *Standards of care*
  - *Health outcomes measuring and reporting*
  - *Client charting and documentation*
  - *Best practices*
  - *Service category-specific targeted training*

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**Recommendation 2:**

The RWPC should continue to provide a comprehensive orientation regarding the roles and responsibilities of its members.

**Response:**

*The Planning Council has provided members with the following training in since March, 2012: New member orientation/3-month peer orientation – Ongoing based on appointment date; National Quality Center 2-day Quality Improvement Training – March 2012; Code of Conduct/Conflict of Interest/Statement of Confidentiality review – March and August 2012; Cultural Competency Training – May 2012; PSRA process review – June 2012; Part A Data Review – July 2012; Planning Council roles/responsibilities review – August 2012.*

*Planning Council Support has recognized that some training activities may not actually be perceived by Council members as training, because they have taken place during Council meetings/activities or have been documents/forms that members have been responsible for reading and signing. Planning Council Support is completing an evaluation of the ability to provide self-guided online learning modules that will establish more formality to the training experience.*

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**Recommendation 3:**

The Administrative Agency provide reminders to the Providers that there are two cycles where traditionally longer payment cycles due to matters beyond the AA's control (the July accounting close out from the County each year and the March Grant Year delay in receiving funding).

**Response:**

*At this time, the AA is **current on payment** to all providers, and in grant year 2011, payments were delayed only when the provider submitted a bill past the published due date. There were **no delays in payments** during County close this year.*

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**Recommendation 4:**

The Administrative Agency should complete the implementation of the OnBase\* billing process and work with the Grantor and the Maricopa County Finance Department to streamline the Grant and Fiscal Year-end payment cycle anomalies.

**Response:**

*In 2011 the Administrative Agency implemented the Ryan White document portal, a single email account for all incoming contract compliance and billing documentation. Members of the Administrative and Fiscal teams monitor the portal daily, quickly routing documents for internal review and processing. Additionally, in late 2011, the AA finalized the planning and testing of OnBase\* Billing Workflow, and fully integrated the system into billing and reimbursement practices, replacing paper processing and review. Since this time, the AA has reduced billing processing time by nearly 50%, and anticipates further reductions in process time.*



*\*OnBase is an electronic process workflow and document management system administered by the County's Office of Enterprise Technology department, and is used by the County's Finance and other departments to manage document retention and reimbursements.*

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**Recommendation 5:**

The Administrative Agency should continue to incorporate the experience of the "compliance-focused" Management Assistant to improve communication and understanding of expectations of performance for providers as well as members of the AA's staff.

**Response:**

*In 2011 the Administrative Agency cross-trained the new Management Assistant over a two-month period, yielding a highly knowledgeable and effective compliance monitor. The Management Assistant has since assumed responsibilities in Condition of Award (COA) tracking and monitoring, site visit chart review, policy clarifications and provider communications. The Management Assistant, in coordination with the management team and other support staff, continuously reinforces compliance expectations to service providers.*

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**Recommendation 6:**

The Administrative Agency should continue to provide workshops for its staff to help them understand some of the management limitations of some of the Service Providers. The current weekly team meeting structure provides the forums necessary to address these issues.

**Response:**

*The current AA team includes professionally experienced individuals who fully understand and enforce contract compliance, providing both guidance and enforcement to providers. Additionally, a number of team meetings are held on weekly and monthly bases to further **improve communication and understanding** among all areas of the Ryan White team. These meetings include:*

- *Weekly Staff Meeting: All AA staff*
  - *Weekly Fiscal Team Meeting*
  - *Weekly Supervisor One-on-Ones: Supervisors and direct reports (all teams)*
  - *Weekly Management Meeting*
- 

**Recommendation 7:**

The RWPC continues to use a tool such as Survey Monkey to assess the Administrative Agency.

**Response:**

*The Council has expressed satisfaction with the use of Survey Monkey for confidential member polling, and supports its continued use to assess the Administrative Agency.*

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**Recommendation 8:**

The RWPC and the AA should continue using year-over-year data review as a methodology for identifying trends and determining opportunities for continuous improvement.

**Response:**

*RWPC and AA continue to work collaboratively to review and analyze year-over-year utilization data to identify trends and make improvements in process and funding needs appropriately.*

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## 2012 Recommendations

KCA provides the following recommendations for Grant Year 2012:

1. The Administrative Agency's team structure (Administration Team, Fiscal Team and Quality Management Team) which was implemented in 2012 should continue to provide technical assistance to the providers. These interactions have produced positive results and strengthened the providers' capacity to manage their way through significant program changes.
2. The Administrative Agency should continue to use multiple formats for providing technical assistance to providers. The AA's 2012 approach to providing technical assistance included targeted site visits, individual provider meetings, go-to meetings and/or All Provider Meetings to address system issues with all providers, and individual one-on-one sessions. These multiple approaches provide valuable, targeted assistance while, at the same time, limiting disruptions to the day-to-day activities of the providers.
3. The Administrative Agency should continue to monitor the effectiveness of its approach to the RFP process. The 2012 decision to streamline the RFP process and split the process in two so that no current contractor will need to respond to more than 1 RFP at a time over the next 18 months, appears to be sound thinking. Continuous monitoring will determine if this approach is sufficient or additional support and assistance is required.
4. The Administrative Agency should stress the importance of the pre-bid conferencing process to all providers. The placement of this information on the website is valuable but a reminder calendar or some active process should be established which signals/reminds providers of up-coming pre-bid conferences and the importance of their attendance and participation.
5. The Administrative Agency should continue to provide technical assistance where needed to assist providers in meeting HRSA's reporting requirements. Efforts by the AA to date appear to have been beneficial. A continued focus on these reporting requirements will be a great aid to existing providers and critical to any new providers coming online.
6. The Administrative Agency should continue to provide support and corrective action for the providers during site visits. The new Universal Standards implemented in 2011 may still present problems for some providers even though some providers are currently meeting the requirements.
7. The Administrative Agency should investigate the possibility of creating the expense report and variance report in CAREWare to eliminate redundant data entry. [Service Provider suggestion]

The recommendations below have been addressed and implemented by the Administrative Agency over the past two years resulting in significant enhancements to efficiency and effectiveness across the board. It is recommended that these items continue to be reviewed and included in the AA's efforts to continuously improve.

8. The Administrative Agency should continue to use its comprehensive approach of 1) provider training, 2) group and individual workshops, 3) policy enforcement, and 4) operational support and assistance. These training activities and targeted technical assistance are producing significant results in both provider performance and enhanced communication between providers and the Administrative Agency.
9. The RWPC should continue to provide a comprehensive orientation regarding the roles and responsibilities of its members.
10. The Administrative Agency should continue to incorporate the experience of the "compliance-focused" Management Assistant to improve communication and understanding of expectations of performance for providers as well as members of the AA's staff.
11. The Administrative Agency should continue to provide workshops for its staff to help them understand some of the management limitations of some of the Service Providers. The current weekly team meeting structure provides the forums necessary to address these issues.
12. The RWPC continues to use a tool such as Survey Monkey to assess the Administrative Agency.
13. The RWPC and the AA should continue using year-over-year data review as a methodology for identifying trends and determining opportunities for continuous improvement.

## Appendix 1 – Service Provider Survey Results

#	Question	2012	2011	2010	2009	2012 Comments
1	What is the minimum, average and maximum turnaround for payment of invoices accurately submitted to the Administrative Agency for your organization?	Minimum: < 30 days = 4, 30 - 60 days = 6, > 60 days = 0, Don't Know = 0 Average: < 30 days = 2, 30 - 60 days = 6, > 60 days = 0, Don't Know = 0 Maximum: < 30 days = 1, 30 - 60 days = 3, > 60 days = 3, Don't Know = 1	Minimum - <30=6, 30-60=7, >60=0, Don't Know=2 Average - <30=1, 30-60=10, >60=1, Don't Know=2 Maximum - <30=0, 30-60=7, >60=4, Don't Know=2	Minimum - <30=5, 30-60=4, >60=1 Average - <30=3, 30-60=5, >60=2 Maximum - <30=1, 30-60=4, >60=3	Minimum - <30=3, 30-60=9, >60=0 Average - <30=0, 30-60=11, >60=1 Maximum - <30=0, 30-60=5, >60=7	Greater than 60 days had to do with some adjustments that were required to the billing and/or budget adjustments
2	How accurate are the payments of invoices by the Administrative Agency?	Accuracy = 85%	Accuracy = 82%	Accuracy = 79%	Accuracy = 71%	
3	In the last 12 months, how many invoices have taken greater than 60 days to process?	Total invoices > 60 days = 14	Total invoices > 60 days = 13	Total invoices > 60 days = 36	Total invoices > 60 days = 26	
4	Do you feel that the information you have to provide to the Administrative Agency for monthly billing purposes is:	About Right = 70% Too Much = 30%	About Right = 75% Too Much = 25%	About Right = 47% Too Much = 47%	About Right = 33% Too Much = 67%	I believe that having to re-enter information and data that is entered into CAREWare onto an expense report and in a variance report is a great deal of re-entry that can be eliminated. Maybe creating those reports in CAREWare will eliminate redundant entry and can be processed with less confusion.
5	Changes were implemented in 2010 in the amount/type of documentation required in monthly billings. How would you rate these changes compared to the monthly billing requirements in 2009?	Question not asked in 2012	Question not asked in 2011	Much Better = 3 Better = 7 About the Same = 3		
6	Do you receive adequate technical assistance from the Administrative Agency for you to provide complete billing packets?	Adequate Technical Assistance = 78%	Adequate Technical Assistance = 90%	Adequate Technical Assistance = 79%	Adequate Technical Assistance = 81%	Whenever I am in need of Technical Assistance the AA's Office is available and always most helpful.
7	Please rate your satisfaction with the availability, communications and technical assistance from the Administrative Agency.	Availability - 93% Communications - 85% Technical Assistance - 78%	Availability - 90% Communications - 88% Technical Assistance - 88%	Availability - 79% Communications - 79% Technical Assistance - 82%	Availability - 87% Communications - 77% Technical Assistance - 88%	

#	Question	2012	2011	2010	2009	2012 Comments
8	How would you describe the relationship between your organization and the Administrative Agency?	Relationship - 77%	Relationship - 73%	Relationship - 84%	Relationship - 81%	The staff there are very friendly and always willing to be of assistance. They are very encouraging and supportive to me as the Program Director and our Agency. I have a great deal of respect for the team at the AA's office
9	How would you describe the Ryan White Part A contracting process?	Ease of understanding RFP - 44% Time allotted for response - 44% Negotiation process/final contracting - 41% Awareness of reporting requirements, etc. - 50% Contract Monitoring (Site Visit) – 48%	Ease of understanding RFP - 62% Time allotted for response - 62% Negotiation process/final contracting - 67% Awareness of reporting requirements, etc. - 67% Contract Monitoring (Site Visit) – 69%	Ease of understanding RFP - 67% Time allotted for response - 67% Negotiation process/final contracting - 65% Awareness of reporting requirements, etc. - 73%	Ease of understanding RFP - 62% Time allotted for response - 67% Negotiation process/final contracting - 73% Awareness of reporting requirements, etc. - 71%	Contract Monitoring really provides insight into how well or not the program is doing. I greatly appreciate the input. I have yet been able to negotiate final budgets but would like to.
10	Do you need additional technical assistance or information from the Administrative Agency regarding any issues related to this survey?	One "Yes" response	1 "Yes" response, but no contact information entered.			
11	If you answered "yes" to the previous question and you would like us to provide your contact information to the Administrative Agency, please provide the following information".	One "Yes" response	No contact information	No one requested technical assistance.	No one requested technical assistance.	

## Appendix 2 – Planning Council Survey Results

#	Question	2012	2011	2010	2009	2012 Comments
1	Please indicate your membership status on the Planning Council (please select all that apply).	General Public - 30% Institutional Member - 35% Service Provider Rep - 35% Not Sure - 0%	General Public - 37% Institutional Member - 22% Service Provider Rep - 37% Not Sure - 4%	General Public - 38% Institutional Member - 24% Service Provider Rep - 34% Not Sure - 3%	General Public - 40% Institutional Member - 24% Service Provider Rep - 32% Not Sure - 4%	
2	Are the directives issued by the Ryan White Planning Council implemented by the Administrative Agency in a timely and accurate manner?	Timely - 94% Accurate - 91%	Timely - 90% Accurate - 92%	Timely - 91% Accurate - 93%	Timely - 84% Accurate - 84%	<p>I have been a member of the Planning Council as of May 2012 and am not knowledgeable enough with experience and procedures to give a firm assessment now.</p> <p>I am fairly new to this and have only been to a few of the sub-committee meeting and the meeting on Aug 4. I have had great correspondence and communication with the Council so far!</p> <p>Great team! Terrific resource for all of us.</p> <p>I believe objectives are pursued with due and timely diligence; and accurately. As far as implementation goes, not all directives are practical. i.e., one can publish a RFP but that does not guarantee receipt of any viable proposals I think the administrative agency works very hard to issue directive in timely manner. Good work.</p>
3	Does the Administrative Agency provide sufficient information to the Planning Council to allow them to monitor the implementation of the Planning Council directives?	Provide sufficient information - 93%	Provide sufficient information - 91%	Provide sufficient information - 93%	Provide sufficient information - 82%	<p>The Planning Council during my brief experience has an Administrator who is very proficient and efficient in communicating and ensuring the implementation of directives.</p> <p>Both the quality of data and analysis are extremely beneficial and are provided in a timely manner.</p>

#	Question	2012	2011	2010	2009	2012 Comments
						The AA's office communicates very effectively and efficiently. They are always prepared and provide a comprehensive information when the present to the Planning Council.
4	Do you feel that the Administrative Agency accurately contracts the funding allocated by the Planning Council?	Accurately contracts funds - 94%	Accurately contracts funds - 91%	Accurately contracts funds - 88%	Accurately contracts funds - 90%	I am not yet familiar with the route the funding takes to the dispersing of them by the Administrative Agency. I will become more understanding of this process during these upcoming months.  We have total confidence in how the AA's office manages the funding allocated by the Planning Council.
5	Does the Administrative Agency provide adequate information and notification to allow reallocation of funds to other categories if necessary to ensure that grant funds are managed according to Planning Council directives?	Provides adequate notification? - 94% Provides adequate information? - 94%	Provides adequate notification? - 92% Provides adequate information? - 91%	Provides adequate notification? - 92% Provides adequate information? - 92%	Provides adequate notification? - 80% Provides adequate information? - 86%	I am not yet fully vested with the process by the Administrative Agency in regards to the reallocation of funds. As a new member with the experience will allow me to make more accurate appraisals.  I would really love to dig into the difference in usage and costs for the Direct Dental versus Delta Dental. I think there may be some significant cost savings in that area...  I think, sometimes, there could be more information. But I also know that many other Planning Council members would rather not get as much detail.  We are very fortunate to have the AA's office overseeing the reallocation of funding according to the Planning Council directives.
6	As a Planning Council member, please rate the communication between the Planning Council and Administrative Agency.	Communications - 96%	Communications - 93%	Communications - 91%	Communications - 90%	From the limited meetings I have been involved in both parties appear to have a common goal and to the best of everyone's ability are

#	Question	2012	2011	2010	2009	2012 Comments
						<p>working together to find the best possible resolution to tough and passionate situations.</p> <p>There seems to be very good communication. Again - very new to this but super excited to get much more involved! :)</p> <p>The AA office is always ready to answer any questions the planning may have during any communication between the two entities. When the AA office does not have an immediate answer, the AA office promises to have one the next time around and always keeps its promise.</p> <p>This community is fortunate to have the team that works at the AA's office. They are extremely competent and dedicated to serving the community.</p>
7	Do you understand the roles and responsibilities of the Administrative Agency and Planning Council?	Administrative Agency - 96% Planning Council - 99%	Administrative Agency - 98% Planning Council - 99%	Administrative Agency - 91% Planning Council - 96%	Administrative Agency - 87% Planning Council - 95%	<p>In becoming a new member I am naive with the expectations and duties of both the above parties. I am becoming more knowledgeable with both the above parties due to a Ryan White Planning Council Primer given to me . With experience and inquisitiveness I will fully understand the Administrative Agency and Planning Council roles and responsibilities.</p> <p>I'm unsure who is actually on the Admin Agency.</p>



#	Question	2012	2011	2010	2009	2012 Comments
8	Please share any additional comments or information about the relationship between the Planning Council and the Administrative Agency.					<p>they always do a good job in providing information to us to make more educated decisions</p> <p>From what I have experience to date there appear to be passionate, involved, concerned and intelligent body of people working together to be assets and not liabilities in achieving the best possible resolutions in this fight for managed care of HIV/AIDS.</p> <p>I'm very much looking forward to getting more involved with the Planning Council and HIV/AIDS awareness as a whole. I am especially passionate about preventative education and training.</p> <p>Positive, collaborate relationship that makes our services more cohesive for our clientele.</p> <p>It is always a pleasure to work with an office who understands professionalism and ethics.</p> <p>We have an excellent relationship between the Planning Council and the AA.</p>