

NORTHEAST MISSOURI AREA AGENCY ON AGING CONTINUITY OF OPERATIONS PLAN

Developed in Collaboration With



Division of Senior and Disability Services

April 2024

COOP Record of Changes

Publication Change History: All components of the COOP Plan should be reviewed, at a minimum, on an annual basis and any revisions should be made to all maintained copies and disseminated as necessary. Changes made to the COOP Plan should be documented in the following Record of Changes.

Description of Changes	Page # Revised	Revision Date	Created/ Changed By	Change Requested By
Signature changed to Nerissa Pinkston, Executive Director	4	06/6/22	NP	Mindy Ulstad (MU)
1 st sentence- changed date of MO state plan on aging to 2020-2023	8	06/6/22	NP	MU
c. Devolution- deleted “those functions”. Added “that NWMO AAA is”	10	06/6/22	NP	MU
Signature change to Nerissa Pinkston, Executive Director	4	06/6/22	NP	MU
3 rd paragraph changed date of MO state plan on aging to 2022-2023	8	06/6/22	NP	MU
Leadership change: -Primary Disaster Coordinator, Nerissa Pinkston, Executive director -Secondary Disaster Coordinator, Sheryl Malusky, Fiscal Manager -Backup Disaster Coordinator Peggy Hills, Nemo Area Agency, Board Member/Secretary	10	06/6/22	NP	MU
System change, fifth column to Quick Books Premium Plus Addition 2022	11	06/6/22	NP	MU
Updated emergency notification list/board members and contractors or SFY2023	Pages 15 & 16	06/6/22	NP	MU
Copy of updated contractors for SFY 2023	17	06/13/22	NP	MU
Nemo AAA organizational chart changed to Fiscal Manager and Backup Disaster Coordinator	18	06/13/22	NP	MU
Memorandum of understanding updated agreement with Nemo	Pages 19 & 20	06/13/22	NP	MU

Senior Services dated 06/13/2022				
Memorandum of understanding updated agreement with RAIL dated 6/13/2022	Pages 21 & 22	06/13/22	NP	MU
Memorandum of understanding updated agreement with Nemo Area Agency on Aging and RSVP	Page 23	06/13/22	NP	MU
Annual review update		4/18/2024	DB	Marcia Davis (MD)

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I. EXECUTIVE SUMMARY

The Area Agencies on Aging are an integral part of the aging network in the state of Missouri. We provide essential services necessary to support persons living in a home and community-based setting. We are a primary resource for information and referral, nutrition programs, in-home care needs, caregiver support, insurance counseling, and many other areas of interest to seniors. At the community level, our senior centers provide congregate and home-delivered meals and are well-known as a resource for information and assistance.

This continuity of operations plan (COOP) documents how the Northeast Missouri Area Agency on Aging will ensure that essential functions are maintained in the face of a disaster or emergency event that affects normal business operations. The plan provides direction for agency employees, regardless of the type of event that prompts the need for activation of the plan. It also includes the process by which this agency will achieve a timely and orderly recovery from an event and resume normal operations.

Following emergencies, disasters or other events resulting in the activation of the COOP, NEMO AAA is responsible to provide specific essential functions recognized in this plan.

This plan will be implemented any time the Executive Director or designee determines it is necessary to ensure essential functions are maintained or resumed in a timely manner.

[Signature of Executive Director / Date]

[Signature of Board Chairman / Date]

II. INTRODUCTION

The various disasters experienced by Missouri in recent years have demonstrated a clear need for emergency preparedness and disaster response planning in all segments of society. It is imperative that the Northeast Missouri Area Agency on Aging (NEMO AAA) engage in active planning efforts in order to mitigate the impact of future events on agency staff and the customers served through AAA programs.

One of the most critical services provided is home-delivered meals to homebound persons. Any COOP event that disrupts the delivery of these meals could result in serious consequences, up to and including loss of life. The senior centers are often called upon to support the emergency management response to various events, by serving as shelters and providing food for individuals and response workers. The information and assistance network operated by the AAA is likely to see increased requests during an event and continuity planning will ensure the ability to respond to immediate needs in a timely manner.

NEMO AAA's Continuity of Operations Plan has the following primary objectives:

- Provide for the continuation of the organization's essential functions and operations;
- Identify and protect essential equipment, critical records and other assets;
- Assess and minimize damage and losses;
- Provide organizational and operational stability;
- Facilitate decision-making during a COOP event; and
- Achieve an orderly recovery from COOP operations

III. PURPOSE

This COOP Plan establishes the policy and procedures necessary to ensure the NEMO AAA is able to continue mission essential functions in the event that normal operations are disrupted. Procedures are included for the relocation of staff and functions, when necessary. The plan is designed to:

- Ensure that the NEMO AAA is prepared to provide critical services in a compromised environment;
- Establish and enact implementation procedures to activate various components of the COOP Plan to provide sufficient operational capabilities relative to the event;
- Provide a means for uninterrupted communication to/from/between the State Unit on Aging, local providers, and other resources;
- Ensure that this plan and local service providers' COOP plans are viable and operational; and
- Facilitate the return of the NEMO AAA to normal operating conditions as soon as possible.

IV. APPLICABILITY AND SCOPE

The function of the NEMO AAA is to address and meet the needs of the elderly population in our sixteen-county planning and service areas (PSA) of Northeast Missouri encompassing 8,160 square miles. The 16 counties are Adair, Clark, Knox, Lewis, Lincoln, Macon, Marion, Monroe, Montgomery, Pike, Ralls, Randolph, Schuyler, Scotland, Shelby and Warren.

The agency's central office is located in Kirksville and operates with four staff members who provide all of the administrative and advocacy functions of the agency as well as provide oversight of 24 service contracts.

The provisions of this document will guide the NEMO AAA's actions during any event that affects business operations, which will trigger the implementation of the COOP Plan, regardless of the type of hazard that causes the event.

V. ESSENTIAL FUNCTIONS

Essential functions are those Agency functions and activities that must be continued under any and all circumstances.

Emerging needs will be evaluated and prioritized as they occur and priorities may shift to address time sensitive and COOP specific issues as needed.

The Essential and Support functions of NEMO AAA include:

Priority	Essential Function
1 – Immediate	Ensure that communication between staff is in place and working.
1 - Immediate	Ensure that all programs contracted or direct through the Agency, that protect the services for older individuals 60 years of age and older, are working and in place.
1 – Immediate	Ensure that information and assistance is available to those individuals needing assistance for shelter, transportation and food locations.
2 - Within 24 Hours	Ensure that service recipients are located and meals are provided by the service provider.
3 – Within 48 Hours	Ensure computer programs are up and running for documentation and reporting.
4 – Within 72 Hours	Ensure that the capability to pay NEMO AAA bills is in place and working.

NEMO AAA has identified the following staff and resource requirements necessary to support essential functions during a COOP event:

Priority 1:

- NEMO AAA must have sufficient staff to receive and respond to calls.
- Telephone and IT systems identified within this plan must be immediately available.
- Operations must be able to be moved to an alternate location when necessary.

Priority 2 and 3:

- NEMO AAA must have sufficient staff available to respond to priority requests.
- Staff must be able to respond to critical issues.
- At a minimum, telephone access must be

available. Priority 4:

- Sufficient staff must be available to implement and maintain daily communications with providers.
- At a minimum, telephone access must be

available. All Priorities:

- Sufficient staff must be available to disseminate critical information to providers and network partners.

VI. AUTHORITIES AND REFERENCES

The State Unit on Aging and the Area Agencies on Aging throughout Missouri are obligated to participate in emergency preparedness and disaster response activities on behalf of seniors and adults with disabilities. The citations listed below contain the necessary authority for these activities:

OAA Section 306 (a) (17) states that AAAs shall “include information detailing how the area agency on aging will coordinate activities, and develop long-range emergency preparedness plans, with local and State emergency response agencies, relief organizations, local and State governments, and any other institutions that have responsibility for disaster relief service delivery.”

OAA Section 307 (a) (30) states that the State Unit on Aging shall develop a state plan that includes “information describing the involvement of the head of the State agency in the development, revision, and implementation of emergency preparedness plans, including the State Public Health Emergency Preparedness and Response Plan.”

Missouri Governor’s Executive Order 05-20 directs all state agencies to prepare or update existing plans to address the continuity of their operations and services and the security of their constituents and employees.

19 CSR 15-4.190 (9) states: “The area agency shall develop a comprehensive, coordinated disaster preparedness plan which shall include service providers in the PSA.”

The Missouri State Plan on Aging for 2020 - 2023 defines goals and objectives specific to emergency preparedness and disaster response planning.

Northeast Missouri Area Agency on Aging Area Plan, updated annually.

VII. CONCEPT OF OPERATIONS

It is the purpose of the NEMO AAA COOP to provide a plan to assure that the needs of seniors are adequately met during the times of a COOP event.

Planning Considerations and Assumptions

This COOP Plan is based on the following assumptions:

- An emergency condition may require NEMO AAA to temporarily relocate to an alternate location.
- An emergency can occur with little or no warning, causing significant loss of life and environment and economic damage. In an emergency, it will be necessary to continue the essential functions of NEMO AAA in order to respond to day-to-day needs of citizens.
- Employees who have been assigned specific responsibilities within the COOP Plan are willing and able to carry out these responsibilities.
- Staff will be provided adequate training on this COOP Plan such that they will be able to perform their duties during a COOP event.
- As part of their commitment to this plan, NEMO AAA will engage in systematic assessments of procedures, resources and training to ensure its continued ability to carry out its responsibilities as outlines in this plan.

A. Phase I: Activation and Relocation

1. Decision Process

Emergencies, or potential emergencies, may affect the ability of the Agency to perform its essential functions from the Central Office.

In the event NEMO AAA is unable to perform its essential functions from the central office, the Executive Director or its designee will direct the activation of the COOP and notify the Missouri DHSS that the Agency is activating its COOP Plan.

Scenarios in which the COOP Plan will be activated include:

- The NEMO AAA Central Office is closed to normal business activities as a result of an event (whether or not originating in the Agency building), or credible threats of action would preclude access or use of the Agency's building and the surrounding area.
- The area surrounding the Central Office is closed to normal business activities as a result of a widespread utility failure, natural disaster, significant hazardous material incident,

civil disturbance or terrorist or military attack(s). Under these scenarios, there could be uncertainty regarding whether additional events such as a secondary explosion, aftershocks, or cascading utility failures could occur and the Agency will have to activate its COOP.

- Staff levels are significantly compromised (i.e. illness outbreak) or two levels of management are unavailable or key partners are unavailable for an extended period of time.

Such incidents could occur with or without warning and during business or non-business hours. Whatever the incident or threat, the COOP will be executed in response to a full-range of disasters and emergencies to include natural disasters, terrorist threats and incidents and technological disruptions and failures.

2. Alert, Notification, and Implementation Process

The NEMO AAA Executive Director will active the COOP and serve as the agency spokesperson. Should the Executive Director be unavailable or unable to perform their duties the NEMO AAA Board chairman will be listed as the successor who can then delegate responsibilities to another.

Alert Procedures

NEMO AAA will use all available methods to maintain communication with staff during an event including telephone, text and e-mail messages as necessary. When an event affects NEMO AAA operations, the Executive Director will immediately begin notification to managers and essential staff through a call-down (phone-tree) procedure. Telephone calls will be used as a first notice method with text messaging as a backup. E-mail will be utilized when necessary to complete contact or provide additional information.

Depending on the situation, additional methods of disseminating information may include:

- a. Radio and television announcements;
- b. Digital marketing including the NEMO AAA website and social media platforms;
- c. Telephone messaging system; and/or
- d. Establishment of a COOP hotline

Employees shall wait for specific instructions from the Executive Director to ensure safety for all involved and remain at their office or home until specific guidance is received. During a COOP event, staff should keep communication devices on at all times.

3. Leadership

Executive Director	Debbie Blessing
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Board Chairman	Andy Jackson
Contract Manager	Leigha Mayfield

a. Orders of Succession

Should the Executive Director become incapacitated or otherwise be unavailable at the time a business interruption occurs or at any time during the response or recovery phase, the order of succession for COOP activation and/or management moves to the current NEMO AAA Board Chairman who has authority to assign a backup. If both individuals are unable to manage the event the Contract Manager will assume leadership duties. Information on the individual filling these positions is included in the Leadership table in the previous section.

b. Delegations of Authority

The individuals in the positions specified in the Leadership table are delegated authority to perform all the duties and responsibilities of the person for which they are named successor. Authority to act as successor will be exercised only when the Executive Director is unable or unavailable to act and when immediate action is required. Successors will keep a record of important actions taken during the period in which they are acting as successor.

c. Devolution

The NEMO AAA will transfer all accounting and related functions of the agency, through mutual pact, to the closest available operating Missouri Area Agency on Aging.

B. Phase II: Emergency Management Building

In the event that the NEMO AAA office building is severely damaged or destroyed the Executive Director and Agency staff have the capabilities to work from home utilizing laptops to maintain operations until an alternate location is identified.

Mission Critical Systems

The following table outlines the systems (or processes) that support the operation of essential functions of NEMO AAA:

System Name	Location	Control/Responsibility	Description	Dependency Systems	Restoration Priority
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Internet	Office	Northeast MO Rural Telephone (NEMR Net)		Email QuickBooks Cumulus	Immediate
Data systems	Office and laptops	Sprocket Technologies	Data ports, drives, vpn access		Immediate
AgingIS	Innovative Data Systems Hosted Location	IT		Web based application	Immediate
Quick Books Premium Plus Addition 2023	Office	NEMO AAA			>24 hours
Equity Bank online banking	Equity Bank Kirksville	Equity Bank			Within 72 hours
Telephones and Faxes	Office	Sprocket Technology			Immediate
Office systems	Office & Local Senior Center Computers	NEMO AAA			<12 hours

2. Critical Files, Records, and Databases

The following table outlines the files, records and databases that are considered vital to support the essential function of the NEMO AAA.

Critical File, Record or Database	Type	Stored at Continuity Facility	Backed up at Third Location
Provider contracts	Paper/electronic	NO	The Box (cloud storage)
Quick Books Premium Plus Addition 2023 backup	Electronic	NO	
Personnel Records	Paper/Electronic	NO	The Box (cloud storage)
Accts Payable Invoices (current and historical)	Paper/Electronic	NO	The Box (cloud storage)
Essential Business Documents for example By-laws, 501 (c) (3), Liability insurance information	Paper/Electronic	NO	The Box (cloud storage)
Building Deed	Paper/Electronic	NO	The Box (cloud storage)

C. Phase III: Reconstitution

The Executive Director will oversee all phases of the reconstitution process ensuring the orderly transition of all operations, personnel, supplies, records, and equipment from a relocation facility back to the previous operating location or to a new location, as necessary.

VIII. CONTINUITY PLANNING RESPONSIBILITIES

Responsibility	Position	Frequency
Update continuity plan	Executive Director & NEMO AAA Board	Annually
Update telephone rosters	Executive Director	As Needed
Conduct alert and notification test	Executive Director	Annually
Develop and lead continuity training	Executive Director	As Needed

IX. LOGISTICS

A. Alternate Location

In the event that the NEMO AAA office building is severely damaged or destroyed the Executive Director will allow staff to work from home using agency issued laptops.

If relocating outside of Kirksville becomes necessary, the agency will relocate to the nearest appropriate senior center within our PSA. The Executive Director will determine the location and notify NEMO AAA staff where to report. If relocation outside of our PSA becomes necessary the agency will relocate to the nearest appropriate Missouri Area Agency. The Executive Director will determine the location and notify NEMO AAA staff where to report.

The NEMO AAA local office number (660-665-4682) will be forwarded to our relocation site. The NEMO AAA website (nemoaaa.org) and the NEMO AAA Facebook page through Facebook Messenger are two other ways of contact the agency.

B. Interoperable Communications

NEMO AAA staff members only have personnel cell phones for use if unable to work from the NEMO AAA office. If conditions make it impossible for NEMO AAA staff to get to the office or any alternate site, the Executive Director will notify Marcia Davis, DHSS Disaster Response Coordinator at 573-526-8560 or 573-301-8430 (cell). If unable to reach Marcia Davis, the Executive Director will notify the DHSS Emergency Response Center at 1-800-392-0272.

X. TESTS, TRAINING, AND EXERCISES

Disaster preparedness training and review of the NEMO AAA COOP will be conducted at least annually at one or more staff meetings prior to the onset of the winter season. Training will include review of the COOP, current pertinent information, personnel assignments, unit responsibilities, use of the call-down tree, contact lists, state provider disaster reports and data collection.

All new staff and board members will receive a copy of the most current COOP upon hire or upon joining the board. Annual training will be provided to both employees and board members.

NEMO AAA will work with the DSDS Disaster Response Coordinator, the American Red Cross Disaster Coordinators and local Emergency Management to facilitate the availability and accessibility of disaster related training for Agency staff. Staff will be encouraged to participate in classes of individual interest with the goal of developing a level of varied internal expertise.

Agency staff will participate in disaster planning/coordination with providers and county Emergency Operations Offices. The NEMO AAA will participate with local organizations and emergency management personnel during state and/or federal drills and exercises when appropriate and able.

XI. COOP MAINTENANCE

The NEMO AAA Executive Director has overall authority and responsibility for maintenance of this plan. The plan will be reviewed and revised annually. Updates and revisions to the core plan will be formalized as necessary, including orders of succession and other core components. Updates and changes will be reflected in the Record of Changes section of this document.

Operational checklists, staff contact lists, resource documents and other information subject to frequent changes will be updated as necessary to keep the plan current. Changes will be disseminated to affected staff and other entities as necessary. These lists and documents can always be located at the NEMO AAA office in Kirksville. All staff members have a copy of the COOP at their residence.

The Agency is responsible for reviewing the COOP plans of its contractors that provide essential services to older Missourians, at least annually, to ensure the plans are adequate to carry out their responsibilities in the event of a business interruption.

Ex A: Emergency Notification List – NEMO AAA Phone Tree

FISCAL YEAR 2025-26 CONTRACTORS

PERSON	AGENCY	ADDRESS	STATE	ZIP
SS	NEMO Senior Citizens Services, Inc.	P.O. Box 203	MO	63501
uson	Clark County Council on Aging, Inc.	222 North Lincoln	MO	63445
n	Knox County Council on Aging, Inc	109 North Main	MO	63537
f	Heartland Resources, Inc.	P.O. Box 460	MO	63440
castle	Lincoln County Council on Aging, Inc.	1380 Boone Street	MO	63379
n	Senior Center of Macon	1604 Maffry Bldg200	MO	63552
ucker	Hannibal Area Council on Aging, Inc	2019 South 10th St	MO	63401
ne	Montgomery County Council on Aging, Inc	138 South Allen	MO	63361
ndrix	Monroe City Senior Nutrition Center, Inc.	314 S Main	MO	63456
eMay	Senior Americans Multipurpose Center, Inc	205 Farror, Mob Twr	MO	65270
Haage	Schuyler County Council on Aging, Inc	P.O. Box 102	MO	63548
mith	Scotland County Senior Citizens Center, Inc	301 West Monroe	MO	63555
cher	Shelby County Senior Citizens Ass'n, Inc	112 East Chestnut	MO	63468

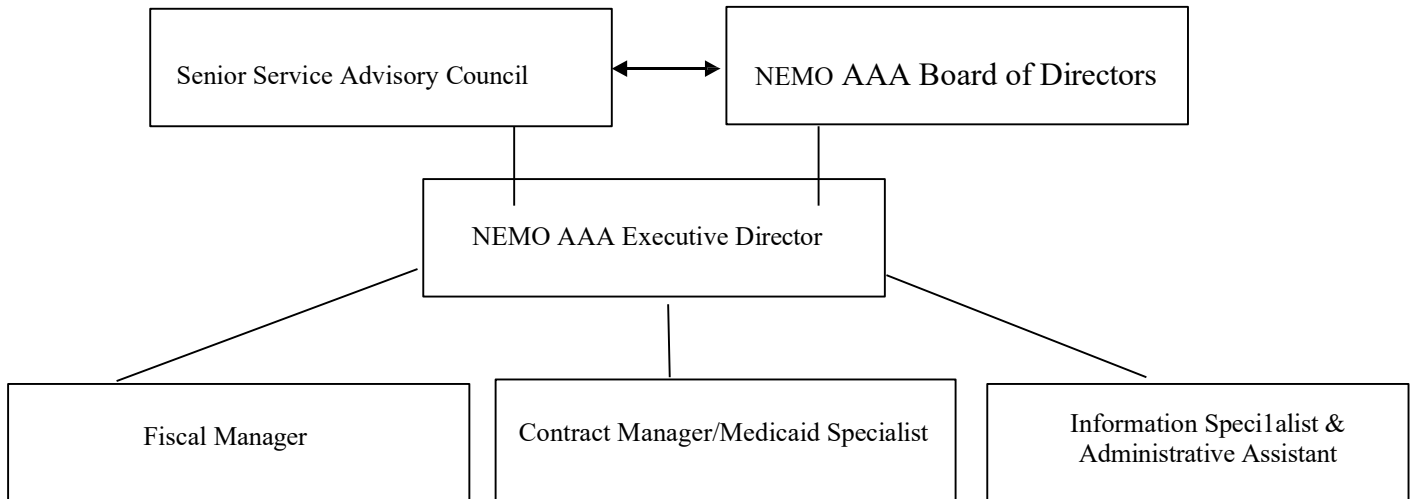
fanski	Warren County on Aging, Inc.	501 Ashland Ave	MO	63383
ffoon	Northeast Community Action Corp	16 North Court	MO	63334
	Legal Services of Eastern Missouri	801Broadway	MO	63401
Moore	VOYCE	8050 Watson, Ste 155 St. Louis	MO	63119
ebb	OATS, Inc.	3006 Jims Road	MO	63552
eager	OATS, Inc.	2501 Maquire Blvd, Ste 101 Columbia	MO	65201
	RSVP	201 North Elson	MO	63501

essing	NEMO AAA Executive Director	2815 N. Baltimore	MO	63501
yfield	NEMO AAA Contract Manager	2815 N. Baltimore	MO	63501
rders	NEMO AAA Fiscal Manager	2815 N. Baltimore	MO	63501
son	NEMO AAA Information & Assistance	2815 N. Baltimore	MO	63501

Board Member Name	Start Date	Position on Board	Time in Current Position
Dea "Andy" Jackson	March 27, 2022	Chairman	15 months
Linda Wallace	March 27, 2022	Vice-Chairman	15 months
Duke Rothweiler	March 27, 2022	Treasurer	15 months
Peggy Hills	September 26, 2021	Secretary	22 months
Kathy Lackey	April 2022	Member	1 year
Patricia Miller	June 27, 2022	Member	13 months
Carol Ragar	April 2019	Member	4 years
Armen Schulze	February 2024	Member	1 year
Linda Ellis	April 2022	Member	2 years

Annex B: Operational Checklists

NEMO AAA ORGANIZATIONAL CHART



STAFFING POSTIONS AND DUTIES

Position	Time	Description of Responsibilities and Duties
Executive Director	1.0	<p>The Executive Director is responsible for:</p> <ul style="list-style-type: none"> • planning, organizing, and directing of the day-to-day operations of the agency and reports directly to the Board of Directors. • overseeing and reporting on the organization’s productivity to the Board of Directors. • articulating the Agency’s vision and mission to current and future stakeholders. • developing and implementing policies and procedures for employees, fiscal management, and outside contractors for program compliance. • hiring, retaining, training and supervising staff, reviewing timesheets for program compliance, providing technical assistance, and personal development opportunities. • coordinating and leading budget reviews, monthly and quarterly reviews, and period funding updates with managers and Board of Directors. • identifying new and alternative funding sources to meet or exceed the Agency’s goals and objectives. • leading fundraising activities to funds are available to execute the budget. • developing and maintaining strong relationships in the community, peers, industry association, and the media.
Fiscal Manager	1.0	<p>The Fiscal Managers is responsible for:</p> <ul style="list-style-type: none"> • day-to-day fiscal operations of the agency. • reviewing and updating written fiscal policies and procedures governing expenditure of fund by the Agency and contracted service providers. • documenting, through assessment reports, that expenditures are made in accordance with provisions of par 74 of Title 45 CFR. • preparing monthly service expenditure reports and quarterly reports to the Missouri Department of Health and Senior Services and other funding agencies by the required due date. • preparing the financial sections of the Area Plan and complete updates to the document as they occur.

		<ul style="list-style-type: none"> • updating and reviewing perpetual inventory on an annual basis. • collecting and preparing documents for the annual single audit and then address and resolve findings. • overseeing the filing of all city, state, and federal tax forms and appropriate tax remittance documents. • Communicating with outside accounting firm for routine review of accounting and accounting processes to assure compliance prior to submitting documents to the auditors. • Collaborating with the Contract Manager and Executive Director on contract requirements, program expenditures and allocations, and the Request for Proposal process. • Reconciling bank records on a monthly basis • Writing checks and preparing ACH payments monthly and as needed. • Preparing monthly fiscal reports for the Board of Directors.
Contract Manager/Medicaid Specialist	1.0	<p>The Contract Manager/Medicaid Specialist is a hybrid position that is responsible for:</p> <ul style="list-style-type: none"> • working directly with Agency contractors to provide program-specific technical assistance related to policies and procedures, data entry, and monthly service expenditure reports. • scheduling and conducting required monitoring, on an annual basis, all contractors to ensure program compliance. • conducting risk assessments for each contractor to determine the level of risk that ultimately impacts the degree of monitoring. • checking and entering data into the AgingIS system, Cyber Access, Missouri Health Net. • maintaining confidential files for documents that contain protected health information. • preparing, submitting and reviewing monthly Missouri Medicaid submissions for home delivered meals • assisting with answering the phones and conducting information and assistance referrals, conducting Rapid Caregiver Well-Being screens, and maintaining a monthly log of all incoming calls and referrals. • Assisting in the planning and development of the annual service contracts. • Assisting in the development and completion of Area Plan documents and updates as needed • <u>compiling data for program and grant reporting.</u>
Information Specialist/Administrative Coordinator	1.0	<p>The Information Specialist/Administrative Coordinator is a hybrid position that is responsible for:</p> <ul style="list-style-type: none"> • managing and routing of all incoming calls. • providing information and referrals assistance for those who call seeking information, tracking calls and referrals made, and providing follow-up as needed. • Maintain and updating the agency resource directory for the PSA. • entering data into AgingIS database, checking Cyber Access for care plan authorizations, and providing updated care plans to contractors. • Updating and distributing Quality of Service Surveys on an annual basis to all OAA contractors. • researching and learning about community-based organization, programs, and resources available in the PSA to improve the referral process. • reviewing monthly expenditure reports for accuracy and providing the checked documents to the Contract Manager. • distributing incoming mail, filing, copying and scanning of documents, and completion of general office tasks as required.