



Royal Oak

Agenda

Royal Oak Older Adults Advisory Board Meeting

Thursday, March 7, 2024, 9:30 p.m.

M/M Senior Center -

3500 Marais Avenue, Royal Oak, MI 48073

Pages

1. Call to Order
2. Approval of Agenda
3. Public Comment
4. Business
 - a. New Member Introductions
 - b. New Member Orientation for Boards and Commissions 2
 - c. Discussion of Regular Meeting Schedule 36
 - d. Aging in Place Plan 37
 - e. Next Steps
5. Adjournment

Chapter 113

OLDER ADULTS ADVISORY BOARD

§ 113-1.	Title.	§ 113-5.	Powers and duties.
§ 113-2.	Statement of purpose.	§ 113-6.	Organization; meetings; records.
§ 113-3.	Membership.		
§ 113-4.	Term of appointment.		

[HISTORY: Adopted by the City Commission of the City of Royal Oak 10-9-2023 by Ord. No. 2023-08 .¹ Amendments noted where applicable.]

§ 113-1. Title.

This chapter shall be known as and may be cited as the "Royal Oak Older Adults Advisory Board Ordinance."

§ 113-2. Statement of purpose.

The Centers for Disease Control defines "aging in place" as "the ability to live in one's own home and community safely, independently, and comfortably, regardless of age, income, or ability level." The importance of a community-wide plan to allow the City to plan for the future while keeping in mind the needs of its senior population has been recognized by the City Commission through the adoption of the Royal Oak Aging in Place Plan. The purpose of the Older Adults Advisory Board shall be to advise and make recommendations to the City Commission and the City Manager on accomplishing and maintaining the goals of the Aging in Place Plan and to provide feedback related to services for older adults at the Leo Mahany/Harold Meininger Senior Community Center and to the City in general.

§ 113-3. Membership.

The Older Adults Advisory Board shall be made up of seven total members, appointed by the City Commission, and one nonvoting staff ex officio member. One of the seven voting members shall be a member of the City Commission. The staff ex officio member shall be appointed by the City Manager or his/her designee and shall be responsible for working with the Board and the chair in organizing their agendas, minutes, and other documents and maintaining records and handling administrative elements of the Board. Voting members shall be residents of the City of Royal Oak.

§ 113-4. Term of appointment.

Members of the Older Adults Advisory Board shall be appointed for a term of three years on a staggered rotation. To form the Older Adults Advisory Board in the first year, the City Commission shall appoint two members to a one-year term, two members to a two-year term and three members to a three-year term.

1. Editor's Note: This ordinance was adopted as Ch. 4 but was renumbered to maintain the organization of the Code.

§ 113-5. Powers and duties.

The Older Adults Advisory Board is hereby authorized and empowered to do the following:

- A. Advise and make recommendations to the City Commission and the City Manager on accomplishing the goals of the Aging in Place Plan.
- B. Work with residents, community organizations and federal, state, and local government offices, units and agencies to promote programs, policies, and procedures that support older adults throughout their changing needs.
- C. Make recommendations concerning the needs, programs, funding, and outreach related to older adults at the senior center and the Aging in Place Plan.
- D. Provide assistance in reviewing progress and implementation of the Aging in Place Plan or similar future plans intended to improve the quality of life for older adults in the community.
- E. Do all other acts and deeds necessary and proper to carry out and effectively accomplish the purposes, functions and services contemplated by the provisions of this chapter and the Aging in Place Plan.
- F. Serve as an advisory body to the City Commission, the City Manager, and the senior center.
- G. Prepare an annual written report on its work, functions, and services for each year in August.

§ 113-6. Organization; meetings; records.

- A. The Older Adults Advisory Board shall elect a chair, vice chair, and any other officers deemed necessary at the beginning of the first meeting of each year. The chair shall preside over meetings and will serve as a voting member of the Board. The vice chair shall perform the duties of the chair in their absence. The staff ex officio member shall serve as the secretary and shall record the minutes for proceedings of the Board.
- B. At least four voting members of the Older Adults Advisory Board shall constitute a quorum for the approval of motions and transaction of its business.
- C. The concurring vote of a majority of the members present shall be necessary for the approval of motions and actions taken by the Board, including, but not limited to, the approval of goals, plans, and recommendations to the City Commission or Manager.
- D. The business that the Board or subcommittees of the Board may perform shall be conducted in compliance with the Michigan Open Meetings Act.²
- E. The Board shall keep a record of its proceedings and actions. A writing prepared, owned, used, in the possession of, or retained by the Board or subcommittees of the Board in the performance of an official function shall be a public record made available to the public in compliance with the Michigan Open Meetings Act and Freedom of Information Act.³
- F. The Older Adults Board shall adopt bylaws and rules of procedure consistent with this chapter, including the time and place of holding meetings, which shall be approved by the City Commission.

2. Editor's Note: See MCLA § 15.261 et seq.

3. Editor's Note: See MCLA § 15.261 et seq. and MCLA § 15.231 et seq., respectively.

§ 12-14. Attendance and absences from meetings. [Amended 10-23-2023 by Ord. No. 2023-09]

- A. Attendance. The staff liaison of each appointed board, commission, or committee shall keep a roll of attendance for each member at each meeting which shall show a running total of meetings, attendance, and absences.
- B. Absences and violations. If an appointed board, commission, or committee member misses two consecutive meetings or three meetings within one calendar year, the staff liaison shall inform the City Clerk of the absences, informing the Clerk of the specifics of the violation, including the policy and dates of meetings missed.
- C. Notice of violation of attendance requirements. Upon receipt of meeting attendance at which a second consecutive or third calendar year absence has occurred, the City Clerk shall provide written notice via email communication and United States Postal Service mailing to the appointed board, commission, or committee member informing them of the specifics of the violation, including the policy, dates of meetings missed and the right to provide an explanation to the Appointments Committee. The notice shall be sent to the member in violation within five business days of the City Clerk receiving the notification from the staff liaison. The City Clerk shall provide a copy of the written notice to the Appointments Committee for their review and consideration.
- D. Response. The appointed board, commission, or committee member provided notice pursuant to this section shall have 15 business days to return to the City Clerk an explanation of their absences. This explanation shall be transmitted to the Appointments Committee for their review and consideration. If the appointed board, commission, or committee member does not provide an explanation of their absences, then the board, commission or committee position shall be automatically vacated and filled pursuant to § 12-9.
- E. Removal and hearing.
 - (1) If the appointed board, commission, or committee member provides an explanation of their absences, then the Appointments Committee shall review the specifics of the violation notice and the explanation by the member in violation of this section.
 - (2) If the Appointments Committee does not take any action within 15 business days of receipt of a notice of violation the board, commission or committee position shall be automatically vacated and filled pursuant to § 12-9.
 - (3) If the Appointments Committee reviews the explanation and determines that good cause exists to excuse the absences, the Appointments Committee may provide such determination to the Clerk, and the appointed board, commission, or committee member shall be deemed to remain in good standing and retain their appointed position.
 - (4) If the Appointments Committee decides to conduct a hearing on the explanation provided, it is required to schedule and conduct the hearing at its next meeting or at a mutually agreeable time and place.
 - (5) If the Appointments Committee determines that good cause exists to excuse the absences, the Appointments Committee shall also determine whether or not the prior

excused absences shall be counted as absences for purposes of violation of this section for further absences in the calendar year under this section.

- (6) The Appointments Committee retains the right to establish reasonable rules of procedure governing the hearing through resolution.
- F. Prior notice. Should an appointed board, commission, or committee member be aware of a situation in which they would be unable to attend meetings due to unique circumstances beyond their control that would trigger a violation of this section, the appointed member may submit written notice to their staff liaison and the city clerk detailing the reason for the anticipated violation of this section. The City Clerk shall transmit such written notice to the Appointments Committee for their review and determination as to whether or not good cause exists to excuse the anticipated absences of the member. If the Appointments Committee determines that good cause does not exist, then the provisions of this section shall apply.
- G. Removal for felony or serious crime. If an appointed board, commission, or committee member is convicted of a felony or any other serious crime while serving as a member, the position shall be automatically vacated by law and filled pursuant to § 12-9.
- H. Exceptions. If a state statute or separate City ordinance regulates the removal of members of an appointed board, commission, or committee, then that state statute or separate City ordinance shall govern.

OPEN MEETINGS ACT HANDBOOK



ATTORNEY GENERAL DANA NESSEL

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OPEN MEETINGS ACT

THE BASICS

The Act

The [Open Meetings Act \(OMA\)](#) is 1976 PA 267, MCL 15.261 through 15.275. The OMA took effect January 1, 1977. In enacting the OMA, the Legislature promoted a new era in governmental accountability and fostered openness in government to enhance responsible decision making.¹

Nothing in the OMA prohibits a public body from adopting an ordinance, resolution, rule, or charter provision that requires a greater degree of openness relative to public body meetings than the standards provided for in the [OMA](#).²

What Bodies are Covered?

The OMA applies to all meetings of a [public body](#).³ A “public body” is broadly defined as:

[A]ny state or local legislative or governing body, including a board, commission, committee, subcommittee, authority, or council, that is empowered by state constitution, statute, charter, ordinance, resolution, or rule to *exercise governmental or proprietary authority or perform a governmental or proprietary function*; a lessee of such a body performing an essential public purpose and function pursuant to the [lease agreement](#); or the board of a nonprofit corporation formed by a city under section 40 of the home rule city act, 1909 PA 279, MCL 117.40.⁴ [Emphasis added.]

As used in the OMA, the term “[public body](#)” connotes a collective entity and does not include an individual government official.⁵ The OMA also does not apply to [private](#).

¹ *Booth Newspapers, Inc v Univ of Mich Bd of Regents*, 444 Mich 211, 222–223; 507 NW2d 422 (1993).

² MCL 15.261.

³ MCL 15.263. When the Handbook refers to a “board”, the term encompasses all boards, commissions, councils, authorities, committees, subcommittees, panels, and any other public body.

⁴ MCL 15.262(a). The provision in the OMA that includes a lessee of a public body performing an essential public purpose is unconstitutional because the title of the act does not refer to organizations other than “public bodies.” OAG, 1977-1978, No 5207, p 157 (June 24, 1977). Certain boards are excluded “when deliberating the merits of a case.” MCL 15.263(7). See also MCL 15.263(8) and (10).

⁵ *Herald Co v Bay City*, 463 Mich 111, 129–133; 614 NW2d 873 (2000) (holding that a city manager is not subject to the OMA); *Craig v Detroit Public Schs Chief Executive Officer*, 265 Mich App 572, 579; 697 NW2d 529 (2005). OAG, 1977-1978, No 5183A, p 97 (April 18, 1977).

[nonprofit corporations](#).⁶ Furthermore, an advisory body without express decision-making authority is not a “public body” under the OMA.⁷

Public Notice Requirements

A meeting of a public body cannot be held unless public notice is given consistent with the [OMA](#).⁸ A [public notice](#) must contain the public body’s name, telephone number, and address, and must be posted at its principal office and any other locations the public body considers appropriate.⁹ If a public body is a part of a state department, a [public notice](#) must also be posted in the principal office of the state department.¹⁰

Public notice requirements are specific to the type of meeting:

1. For regular meetings of a public body, there shall be posted within 10 days after the first meeting of the public body in each calendar or fiscal year a public notice stating the dates, times, and places of its regular meetings.
2. For a change in schedule of regular meetings of a public body, there shall be posted within three days after the meeting at which the change is made, a public notice stating the new dates, times, and places of its regular meetings.
3. For a rescheduled regular or a special meeting of a public body, a public notice stating the date, time, and place of the meeting shall be posted at least 18 hours before the meeting.
4. A meeting of a public body which is recessed for more than 36 hours shall be reconvened only after [public notice](#) has been posted at least 18 hours before the reconvened meeting.¹¹

At their first meeting of the calendar or fiscal year, each board must set the dates, times, and places of the board’s regular meetings for the coming year. The OMA

⁶ OAG, 1985-1986, No 6352, p 252 (April 8, 1986) (The Michigan High School Athletic Association is not subject to the OMA.). See also *Perlongo v Iron River Coop TV Antenna Corp*, 122 Mich App 433; 332 NW2d 502 (1983).

⁷ See *Pinebrook Warren, LLC v City of Warren*, ___ Mich App ___ (2022) holding that a review committee was not a public body subject to the OMA because the ordinance that created the committee did not grant the committee with authority to make final licensing decisions, which was retained by the city council. The Court found the lack of an express grant of authority to exercise governmental or proprietary authority or to perform a governmental or proprietary function was determinative.

⁸ MCL 15.265(1); *Nicholas v Meridian Charter Twp*, 239 Mich App 525, 531; 609 NW2d 574 (2000).

⁹ MCL 15.264(a)-(c).

¹⁰ MCL 15.264(c).

¹¹ MCL 15.265(2)-(5).

does not require any particular number of meetings. The board may cancel or reschedule its regular meetings.

The minimum 18 hour notice requirement is not fulfilled if the public is denied access to the notice of the meeting for any part of the 18 hours.¹² The requirement may be met by posting at least [18 hours](#) in advance of the meeting using a method designed to assure access to the notice. For example, the public body can post the notice at the main entrance visible on the outside of the building that houses the principal office of the public body.¹³ If the public body maintains an “official internet presence” that includes monthly or more frequent updates of public meetings agendas and minutes, they must also post [notice](#) of a special meeting at least 18 hours before the meeting on a portion of the body’s website fully accessible to the public.¹⁴

A public body must send copies of the public notices by first class mail to a requesting party, upon the party’s payment of a yearly fee of not more than the reasonable estimated cost of printing and postage. Upon written request, a public body, at the same time a public notice of a meeting is posted, must provide a copy of the public notice to any newspaper published in the state or any radio or television station located in the state, [free of charge](#).¹⁵

Agendas and the OMA

While the OMA requires a public body to give public notice when it meets, it has no requirement that the [public notice](#) include an agenda or a specific statement as to the purpose of a meeting.¹⁶ No agenda format is required by the OMA.¹⁷

Penalties for OMA Violations

A public official who “intentionally violates” the OMA may be found guilty of a [misdemeanor](#)¹⁸ and may be [personally liable](#) for actual and exemplary damages of not more than \$500 for a single meeting.¹⁹ The exemptions in the OMA must be strictly construed. The “rule of lenity” (i.e., courts should mitigate punishment when

¹² OAG, 1979-1980, No 5724, p 840 (June 20, 1980).

¹³ OAG No 5724.

¹⁴ MCL 15.265(4).

¹⁵ MCL 15.266.

¹⁶ OAG, 1993-1994, No 6821, p 199 (October 18, 1994). But, as discussed in OAG No 6821, other statutes may require a public body to state in its notice the business to be transacted at the meeting.

¹⁷ *Lysogorski v Bridgeport Charter Twp*, 256 Mich App 297, 299; 662 NW2d 108 (2003).

¹⁸ MCL 15.272.

¹⁹ MCL 15.273.

the punishment in the criminal statute is unclear) does not apply to construction of the OMA's exemptions.²⁰

A decision made by a public body may be invalidated by a court, if the public body has not complied with the requirements of [MCL 15.263\(1\), \(2\), and \(3\)](#) [i.e., making decisions at a public meeting] or if failure to give notice in accordance with section 5 has interfered with substantial compliance with [MCL 15.263\(1\), \(2\), and \(3\)](#), and the court finds that the noncompliance has impaired the rights of the public under the OMA.

Lawsuits to Compel Compliance

Actions must be brought within [60 days](#) after the public body's approved minutes involving the challenged decision are made publicly available.²¹ If the decision involves the approval of contracts, the receipt or acceptance of bids, or the procedures pertaining to the issuance of bonds or other evidences of indebtedness, the action must be brought within [30 days](#) after the approved minutes are made publicly available.²² If the decision of a state public body is challenged, venue is in the Court of Claims.²³

Correcting Non-Conforming Decisions

In any case where a lawsuit has been initiated to invalidate a public body's decision on the ground that it was not made in conformity with the OMA, the public body may, without being deemed to make any admission contrary to its interest, reenact the disputed decision in conformity with the OMA. A decision reenacted in this manner shall be effective from the [date of reenactment](#) and is not rendered invalid by any deficiency in its initial enactment.²⁴ If the board acts quickly, the reenactment may defeat a claim for attorney's fees, since plaintiffs would not be successful in "obtaining relief in the action" within the meaning of the OMA.²⁵ The public body need not, however, wait for a lawsuit to correct a decision made at a meeting that did not comply with the OMA.²⁶

²⁰ *People v Whitney*, 228 Mich App 230, 244; 578 NW2d 329 (1998).

²¹ MCL 15.270(3)(a).

²² MCL 15.270(3)(b).

²³ MCL 15.270(4).

²⁴ MCL 15.270(5).

²⁵ *Leemreis v Sherman Twp*, 273 Mich App 691, 700; 731 NW2d 787 (2007). *Felice v Cheboygan County Zoning Comm*, 103 Mich App 742, 746; 304 NW2d 1 (1981).

²⁶ *Lockwood v Ellington Twp*, 323 Mich App 392, 405; 917 NW2d 413 (2018).

DECISIONS MUST BE MADE IN PUBLIC MEETINGS

All Decisions Must be Made at a Meeting Open to the Public

The OMA provides that “[a]ll decisions of a public body shall be made at a meeting open to the public,” and that, with limited exceptions, “[a]ll deliberations of a public body constituting a quorum of its members shall take place at a meeting [open to the public](#).”²⁷ The OMA defines “decision” to mean “a determination, action, vote, or disposition upon a motion, proposal, recommendation, resolution, order, ordinance, bill, or measure on which a vote by members of a public body is required and by which a [public body](#) effectuates or formulates public policy.”²⁸

The OMA does not prescribe any specific form of formal voting requirement, but any kind of process that equates to decision-making falls under the act and so must be conducted at an open meeting.²⁹ For example, where board members use telephone calls or sub-quorum meetings to achieve the same intercommunication that could have been achieved in a full board or commission meeting, the members’ conduct is susceptible to “round-the-horn” decision-making, which achieves the same effect as if the entire board had met publicly and formally cast its votes and would violate the OMA.³⁰

Canvassing Board Members on How they Might Vote

Although similar to prohibited “round-the-horn” decision making described above, an informal canvas by one member of a public body to find out where the votes would be on a particular issue does not violate the OMA, so long as no decisions are made during the discussions and the discussions are not a deliberate attempt to the avoid the OMA.³¹

Meeting “Informally” to Discuss Matters

To promote openness in government, exceptions to the OMA must be construed strictly.³² Thus, the [closed session exception](#) does not allow a quorum of a public

²⁷ MCL 15.263(2) and (3).

²⁸ MCL 15.262(d).

²⁹ *Booth Newspapers, Inc*, 444 Mich at 229.

³⁰ *Booth Newspapers, Inc*, 444 Mich at 229 (“[A]ny alleged distinction between the [public body’s] consensus building and a determination or action, as advanced in the OMA’s definition of ‘decision,’ is a distinction without a difference.”).

³¹ *St Aubin v Ishpeming City Council*, 197 Mich App 100, 103; 494 NW2d 803 (1992).

³² *Wexford County Prosecutor v Pranger*, 83 Mich App 197, 201, 204; 268 NW2d 344 (1978).

body to meet to discuss matters of public policy, even if there is no intention that the deliberations will lead to a decision on that occasion.³³

When may a Quorum of a Board Gather Outside an Open Meeting Without Violating the OMA?

The OMA “does not apply to a meeting which is a [social or chance gathering or conference](#) not designed to avoid this act.”³⁴ The OMA, however, does not define the terms “social or chance gathering” or “conference,” and provides little direct guidance as to the precise scope of this [exemption](#).³⁵

In addition to a purely [social gathering or chance gathering](#)³⁶ that does not involve discussions of public policy among the members of the board, a quorum may accept an invitation to address a [civic organization](#),³⁷ listen to the concerns of a neighborhood organization, or observe demonstrations, if the board doesn’t deliberate toward, or make, a [decision](#).³⁸

A board quorum also may meet for a workshop, seminar, informational gathering, or professional conference designed to convey, to the conference participants, information about areas of [professional interest](#) common to all conference participants rather than a more limited focus on matters or issues of [particular interest](#) to a single public body.³⁹ However, when gatherings are designed to receive input from officers or employees of the public body, the OMA requires that the gathering be held at a [public meeting](#).⁴⁰

For example, the OMA was not violated when several members of the board of county commissioners attended a public meeting of the county planning committee (which had more than fifty members, two who were county commissioners), which resulted in a quorum of the board being present at the meeting (without the

³³ Compare OAG, 1977-1978, No 5298, p 434, 435 (May 2, 1978). See also OAG, 1979-1980, No 5444, p 55, 56 (February 21, 1979) (explaining that anytime a quorum of a public body meets and considers a matter of public policy, the meeting must comply with the OMA’s requirements), with OAG, 1979-1980, No 5437, p 36, 37 (February 2, 1979) (explaining that where members of a public body constituting a quorum come together by chance, the gathering is exempt from the OMA; however, even at a chance meeting, matters of public policy may not be discussed by the members with each other).

³⁴ MCL 15.263(10).

³⁵ OAG, 1981-1982, No 6074, p 662, 663 (June 11, 1982).

³⁶ OAG, 1979-1980, No 5437, p 36 (February 2, 1979).

³⁷ OAG, 1977-1978, No 5183, p 21, 35 (March 8, 1977).

³⁸ OAG, 1977-1978, No 5364, p 606, 607 (September 7, 1978).

³⁹ OAG, 1979-1980, No 5433, p 29, 31 (January 31, 1979).

⁴⁰ OAG No 5433 at p 31.

meeting also being noticed as a county commission meeting), since the nonmember commissioners did not engage in deliberations or render [decisions](#).⁴¹

Advisory Committees and the OMA

The OMA does not apply to committees and subcommittees composed of less than a quorum of the full public body if they “are merely [advisory](#) or only capable of making ‘recommendations concerning the exercise of governmental authority.’”⁴²

Where, on the other hand, a committee or subcommittee is empowered to act on matters in such a fashion as to deprive the full public body of the opportunity to consider a matter, a decision of the committee or subcommittee “is an exercise of governmental authority which effectuates public policy” and the committee or subcommittee proceedings are, therefore, subject to the [OMA](#).⁴³

If a joint meeting of two committees of a board (each with less than a quorum of the board) results in the presence of a quorum of the board, the board must comply in all respects with the OMA and notice of the joint meeting must include the fact that a [quorum](#) of the board will be present.⁴⁴

Use of Email or Other Electronic Communications Among Board Members During an Open Meeting

Email, texting, or other forms of electronic communications among members of a board or commission during an open meeting that involve deliberations toward decision-making or actual decisions violates the OMA, since those communications are not open to the public and, in effect, transform the open meeting into a “closed” session.

While the OMA does not require that all votes by a public body must be by roll call, voting requirements under the act are met when a vote is taken by roll call, show of hands, or other method that informs the public of the public official’s decision rendered by his or her vote. Thus, the OMA bars the use of email or other electronic

⁴¹ OAG, 1989-1990, No 6636, p 253 (October 23, 1989), cited with approval in *Ryant v Cleveland Twp*, 239 Mich App 430, 434–435; 608 NW2d 101 (2000) and *Nicholas*, 239 Mich App at 531–532. If, however, the noncommittee board members participate in committee deliberations, the OMA would be violated. *Nicholas*, 239 Mich App at 532.

⁴² OAG, 1997-1998, No 6935, p 18 (April 2, 1997); OAG No 5183 at p 40.

⁴³ *Schmiedicke v Clare School Bd*, 228 Mich App 259, 261, 263-264; 577 NW2d 706 (1998); *Morrison v East Lansing*, 255 Mich App 505; 660 NW2d 395 (2003); and OAG, 1997-1998, No 7000, p 197 (December 1, 1998) (A committee composed of less than a quorum of a full board is subject to the OMA, if the committee is effectively authorized to determine whether items will or will not be referred for action by the full board), citing OAG, 1977- 1978, No 5222, p 216 (September 1, 1977).

⁴⁴ OAG, 1989-1990, No 6636, at p 254.

communications to conduct a secret ballot at a public meeting, since it would prevent citizens from knowing how members of the public body have [voted](#).⁴⁵

Moreover, the use of electronic communications for discussions or deliberations, which are not, at a minimum, able to be heard by the public in attendance at an open meeting are contrary to the OMA's core purpose – the promotion of openness in government.⁴⁶

Using email to distribute handouts, agenda items, statistical information, or other such material during an open meeting should be permissible under the OMA, particularly when copies of that information are also made available to the public before or during the meeting.

CLOSED SESSIONS

Meeting in Closed Session

A public body may meet in a [closed session](#) *only* for one or more of the permitted purposes specified in section 8 of the OMA.⁴⁷ The [limited purposes](#) for which closed sessions are permitted include, among others:⁴⁸

1. To consider the dismissal, suspension, or disciplining of, or to hear complaints or charges brought against, or to consider a periodic personnel evaluation of, a public officer, employee, staff member, or individual agent, *if the named person requests a [closed hearing](#)*.⁴⁹
2. For strategy and negotiation sessions connected with the negotiation of a collective bargaining agreement *if either negotiating party requests a [closed hearing](#)*.⁵⁰
3. To consider the purchase or lease of real property up to the time an option to purchase or lease that [real property](#) is obtained.⁵¹

⁴⁵ See *Esperance v Chesterfield Twp*, 89 Mich App 456, 464; 280 NW2d 559 (1979); OAG, 1977-1978, No 5262, p 338 (January 31, 1978).

⁴⁶ See *Booth Newspapers, Inc*, 444 Mich at 229; *Schmiedicke*, 228 Mich App at 263, 264; *Wexford County Prosecutor*, 83 Mich App at 204.

⁴⁷ MCL 15.268. OAG, 1977-1978, No 5183, at p 37.

⁴⁸ The other permissible purposes deal with public primary, secondary, and post-secondary student disciplinary hearings – section 8(b); state legislature party caucuses – section 8(g); compliance conferences conducted by the Michigan Department of Community Health – section 8(i); and public university presidential search committee discussions – section 8(j); and school boards considering security planning to address threats to the safety of students and staff – section 8(k).

⁴⁹ MCL 15.268(a) (Emphasis added).

⁵⁰ MCL 15.268(c) (Emphasis added).

⁵¹ MCL 15.268(d).

4. To consult with its attorney regarding trial or settlement strategy in connection with specific pending litigation, *but only if* an [open meeting](#) would have a detrimental financial effect on the litigating or settlement position of the public body.⁵²
5. To review and consider the contents of an application for employment or appointment to a public office *if the candidate requests that the application remain confidential*. However, all [interviews](#) by a public body for employment or appointment to a public office shall be held in an open meeting pursuant to this act.⁵³
6. To consider material [exempt](#) from discussion or disclosure by state or federal statute.⁵⁴ But note – a board is not permitted to go into closed session to discuss an attorney’s oral opinion, as opposed to a written legal memorandum.⁵⁵

Decisions Must be Made During an Open Meeting, Not the Closed Session

Section 3(2) of the OMA requires that “[a]ll decisions of a public body shall be made at a meeting [open to the public](#).”⁵⁶ Section 2(d) of the OMA defines “[decision](#)” to mean “a determination, action, vote, or disposition upon a motion, proposal, recommendation, resolution, order, ordinance, bill, or measure on which a vote by members of a public body is required and by which a public body effectuates or formulates public policy.”⁵⁷ And so, the purposes of the closed session must be strictly limited to the exceptions listed above; no decision making is permitted in the closed session.

A Closed Session Must be Conducted During the Course of an Open Meeting

Section 2(c) of the OMA defines “[closed session](#)” as “a meeting or part of a meeting of a public body that is closed to the public.”⁵⁸ Section 9(1) of the OMA provides that

⁵² MCL 15.268(e) (Emphasis added).

⁵³ MCL 15.268(f) (Emphasis added).

⁵⁴ MCL 15.268(h).

⁵⁵ *Booth Newspapers, Inc v Wyoming City Council*, 168 Mich App 459, 467, 469-470; 425 NW2d 695 (1988).

⁵⁶ MCL 15.263(2). See also *St Aubin*, 197 Mich App at 103; OAG, 1977-1978, No 5262, at p 338–339 (The OMA prohibits a voting procedure at a public meeting which prevents citizens from knowing how members of the public body have voted.); OAG, 1979-1980, No 5445, p 57 (February 22, 1979) (A public body may not take final action on any matter during a closed meeting.).

⁵⁷ MCL 15.262(d).

⁵⁸ MCL 15.262(c).

the [minutes](#) of an open meeting must include “the purpose or purposes for which a closed session is held.”⁵⁹

Going into Closed Session

Section 7(1) of the [OMA](#)⁶⁰ sets out the procedure for calling a closed session:

A 2/3 roll call vote of members elected or appointed and serving is required to call a closed session, except for the closed sessions permitted under section 8(a), (b), (c), (g), (i), and (j). The roll call vote and the purpose or purposes for calling the closed session shall be entered into the minutes of the meeting at which the vote is taken.

Thus, a public body may go into closed session only upon a motion duly made, seconded, and adopted by a [2/3 roll call vote](#) of the members appointed and serving⁶¹ during an open meeting for the purpose of (1) considering the purchase or lease of real property, (2) consulting with their attorney, (3) considering an employment application, or (4) considering material exempt from disclosure under state or federal law. A majority vote is sufficient for going into closed session for the other OMA permitted purposes.

It is suggested that every motion to go into closed session should cite one or more of the permissible purposes listed in section 8 of the [OMA](#).⁶² An example of a motion to go into closed session is:

I move that the Board meet in closed session under section 8(e) of the Open Meetings Act, to consult with our attorney regarding trial or settlement strategy in connection with [the name of the specific lawsuit].⁶³

Another example is the need to privately discuss with the public body’s attorney a memorandum of advice as permitted under section 8(h) of the OMA, which provides that “a public body may meet in a closed session . . . to consider material [exempt](#) from discussion or disclosure by state or federal statute.”⁶⁴ The motion should cite section 8(h) of the OMA and the statutory basis for the closed session, such as

⁵⁹ MCL 15.269(1).

⁶⁰ MCL 15.267(1).

⁶¹ And not just those attending the meeting. OAG No 5183 at p 37.

⁶² MCL 15.268.

⁶³ “[I]t is clear that the Legislature intended for public bodies to name the pending litigation before entering a closed session.” *Vermilya v Delta College Bd of Trustees*, 325 Mich App 416, 421; 925 NW2d 897 (2018). The *Vermilya* court cited the OMA Handbook’s recommended motion language with approval. 325 Mich App at 423.

⁶⁴ MCL 15.268(h). Proper discussion of a written legal opinion at a closed meeting is, with regard to the attorney-client privilege exemption to the OMA, limited to the meaning of any strictly legal advice presented in the written opinion. *People v Whitney*, 228 Mich App at 245–248.

section 13(1)(g) of the [Freedom of Information Act](#), which exempts from public disclosure “[i]nformation or records subject to the attorney-client privilege.”⁶⁵

Leaving a Closed Session

The OMA is silent as to how to leave a closed session. A motion may be made to end the closed session with a majority vote needed for approval. While this is a decision made in a closed session, it is not a decision that “effectuates or formulates public policy.”

When the public body has concluded its closed session, the open meeting minutes should state the time the public body reconvened in open session and any votes on matters discussed in the closed session must occur in an open meeting.

Avoid Using the Terms “Closed Session” and “Executive Session” Interchangeably

The term “executive session” does not appear in the OMA, but “closed session” does. “Executive session” is more of a private sector term and is often used to describe a private session of a board of directors, which is not limited as to purpose, where actions can be taken, and no minutes are recorded. This is not the same as a “closed session” under the OMA, and so public bodies should avoid using the term “executive session” to refer to a “closed session.”

Staff and Others May Join the Board in a Closed Session

A public body may rely upon its officers and employees for [assistance](#) when considering matters in a closed session. A public body may also request private citizens to assist, as appropriate, in its considerations.⁶⁶

Forcibly Excluding Persons from a Closed Session

A public body may, if necessary, exclude an [unauthorized individual](#) who intrudes upon a closed session by either (1) having the individual forcibly removed by a law enforcement officer, or (2) by recessing and removing the closed session to a new location.⁶⁷

⁶⁵ MCL 15.243(1)(g).

⁶⁶ OAG, 1979-1980, No 5532, p 324 (August 7, 1979).

⁶⁷ OAG, 1985-1986, No 6358, p 268 (April 29, 1986), citing *Regents of the Univ of Mich v Washtenaw County Coalition Against Apartheid*, 97 Mich App 532; 296 NW2d 94 (1980).

ATTENDING OPEN MEETINGS

Excluding Individuals

No one may be excluded from a meeting otherwise open to the public except for a [breach of the peace](#) actually committed at the meeting.⁶⁸

Identifying Public Attendees

No one may be required to register or otherwise provide his or her name or other information or otherwise to fulfill a [condition](#) precedent to attend a public meeting.⁶⁹

Building security at the meeting site may cause issues. Members of the public might object, based on the [OMA](#), to signing in to gain access to the building where a public meeting is being held.⁷⁰ Therefore, it is recommended that public bodies meet in facilities or areas not subject to public access restrictions.

If the public body wishes the members of the public to identify themselves at the meeting, the board chair may announce something like this:

The Board would appreciate having the members of the public attending the meeting today identify themselves and mention if they would like the opportunity to speak during the public comment period. However, you do not need to give your name to attend this meeting. When the time comes to introduce yourself and you do not want to do so, just say pass.

Since speaking at the meeting is a step beyond “attending” the public meeting and the OMA provides that a person may address the public body “under rules established and recorded by the public body,” the board may establish a [rule](#) requiring individuals to identify themselves if they wish to speak at a meeting.⁷¹

Limiting Public Comment

A public body may adopt a [rule](#) imposing individual time limits for members of the public addressing the public body.⁷² In order to carry out its responsibilities, the board can also consider establishing rules allowing the chairperson to encourage groups to designate one or more individuals to speak on their behalf to avoid cumulative comments. But a [rule](#) limiting the period of public comment may not be

⁶⁸ MCL 15.263(6).

⁶⁹ MCL 15.263(4).

⁷⁰ In addition, “[a]ll meetings of a public body . . . shall be held in a place available to the general public.” MCL 15.263(1).

⁷¹ MCL 15.263(5). OAG, 1977-1978, No 5183, at p 34.

⁷² OAG, 1977-1978, No 5332, p 536 (July 13, 1978) (The rule must be duly adopted and recorded.). OAG, 1977-1978, No 5183, at p 34.

applied in a manner that denies a person the right to address the public body, such as by limiting all public comment to a half-hour period.⁷³

Meeting Location

The [OMA](#) only requires that a meeting be held “in a place available to the general public;” it does not dictate that the meeting be held within the geographical limits of the public body’s jurisdiction.⁷⁴ However, if a meeting is held so far from the public which it serves that it would be difficult or inconvenient for its citizens to attend, the meeting may be considered as not being held at a place available to the general public. Whenever possible, the meeting should be held within the public body’s geographical boundaries. A local public body’s meeting may not take place in a residential building, if a nonresidential building is available without cost within the local unit’s boundaries.⁷⁵

Physical Attendance at Meetings

The OMA has been interpreted to require members of public bodies to be physically present at meetings held within a physical space.⁷⁶ The OMA generally does not provide for remote attendance by public body members or members of the public, except to accommodate the absence of a member of a public body due to the member’s military duty.⁷⁷

Providing Reasonable Accommodations Under the Americans with Disabilities Act

The Americans with Disabilities Act (ADA), 42 USC 12131 *et seq*, and Rehabilitation Act, MCL 395.81 *et seq*, [require state and local boards and commissions to provide reasonable accommodations](#), which could include an option to participate virtually, to qualified individuals with a disability who request an

⁷³ OAG No 5332 at p 538.

⁷⁴ OAG, 1979-1980, No 5560, p 386 (September 13, 1979). However, local charter provisions or ordinances may impose geographical limits on public body meetings.

⁷⁵ MCL 15.265(6). Under this provision, the notice shall be published not less than 2 days before the day on which the meeting is held, and shall state the date, time, and place of the meeting. The notice shall be at the bottom of the display advertisement, set off in a conspicuous manner, and include the following language: “This meeting is open to all members of the public under Michigan’s open meetings act.”

⁷⁶ As part of the measures to prevent the spread of COVID-19, the OMA was amended to temporarily allow public bodies for limited periods to conduct and attend meetings by electronic means. The amendment expired after December 31, 2021, and, generally, only those board members absent due to military duty may participate by electronic means - this provision was part of the OMA before the pandemic.

⁷⁷ MCL 15.263(2).

accommodation in order to fully participate in a meeting as a board or commission member or as a member of the general public.⁷⁸

Timing of Public Comment

A public body has discretion under the OMA when to schedule [public comment](#) during the meeting.⁷⁹ Thus, scheduling public comment at the beginning⁸⁰ or the [end](#)⁸¹ of the meeting agenda does not violate the OMA. The public has no right to address the [commission](#) during its deliberations on a particular matter.⁸²

Taping and Broadcasting

The [right](#) to attend a public meeting includes the right to tape-record, videotape, broadcast live on radio, and telecast live on television the proceedings of a public body at the public meeting.⁸³ A board may establish reasonable [regulations](#) governing the televising or filming by the electronic media of a hearing open to the public in order to minimize any disruption to the hearing, but it may not prohibit such coverage.⁸⁴ And the exercise of the [right](#) to tape-record, videotape, and broadcast public meetings is not be dependent upon the prior approval of the public body.⁸⁵

Sound Recordings of Public Meetings

Every meeting of a public body that is a state licensing board, state commission panel, or state rule-making board, except a meeting or part of a meeting held in closed session, [must be recorded in a manner that allows for the capture of sound](#), including, without limitation, in any of the following formats:

- a. A sound-only recording.
- b. A video recording with sound and picture.
- c. A digital or analog broadcast capable of being recorded.

The recording made under this provision must be maintained for a minimum of one year from the date of the meeting in a format that can be reproduced upon a request under the Freedom of Information Act, 1976 PA 442, MCL 15.231 to 15.246.⁸⁶

⁷⁸ See OAG, 2021-2022, No 7318.

⁷⁹ MCL 15.263(5).

⁸⁰ *Lysogorski*, 256 Mich App at 302.

⁸¹ OAG, 1979-1980, No 5716, p 812 (June 4, 1980).

⁸² OAG, 1977-1978, No 5310, p 465, 468 (June 7, 1978).

⁸³ MCL 15.263(1).

⁸⁴ OAG, 1987-1988, No 6499, p 280 (February 24, 1988).

⁸⁵ MCL 15.263(1).

⁸⁶ MCL 15.269a. This Section is effective as of 91 days after adjournment of the 2022 regular session.

MINUTES

What Must be in the Minutes

At a minimum, the minutes must show the date, time, place, members present, members absent, any decisions made at a meeting open to the public, and the purpose or purposes for which a closed session is held. The [minutes](#) must include all roll call votes taken at the meeting.⁸⁷ The OMA does not prohibit a public body from preparing a more detailed set of minutes of its public meetings if it chooses to do so.⁸⁸

When Must the Minutes be Available

Proposed minutes must be made available for public inspection within eight days after the applicable meeting. Approved [minutes](#) must be made available for public inspection within five days after the public body's approval.⁸⁹

When Must the Minutes be Approved

Minutes must be approved at the board's [next meeting](#).⁹⁰ Corrected minutes must show both the original entry and the correction (for example, using a "striketthrough" word processing feature).

Closed Session Minutes

A separate set of minutes must be taken for closed sessions. While closed session minutes must be approved in an open meeting (with contents of the minutes kept confidential), the board may meet in [closed session](#) to consider approving the minutes.⁹¹

Closed session minutes shall only be disclosed if required by a civil action filed under sections 10, 11, or 13 of the [OMA](#).⁹² The board secretary may furnish the minutes of a closed session of the body to a board member. A member's [dissemination](#) of closed session minutes to the public, however, is a violation of the OMA, and the member risks criminal prosecution and civil penalties.⁹³ An

⁸⁷ MCL 15.269(1).

⁸⁸ Informational letter to Representative Jack Brandenburg from Chief Deputy Attorney General Carol Isaacs dated May 8, 2003.

⁸⁹ MCL 15.269(3).

⁹⁰ MCL 15.269(1).

⁹¹ OAG, 1985-1986, No 6365, p 288 (June 2, 1986). This, of course, triggers the need for more closed session minutes.

⁹² MCL 15.270, 15.271, and 15.273; *Local Area Watch v Grand Rapids*, 262 Mich App 136, 143; 683 NW2d 745 (2004); OAG, 1985-1986 No 6353, p 255 (April 11, 1986).

⁹³ OAG, 1999-2000, No 7061, p 144 (August 31, 2000).

audiotape of a closed session meeting of a public body is part of the minutes of the session meeting and, thus, must be filed with the clerk of the public body for retention under the OMA.⁹⁴ As part of the closed session minutes, the audiotape may also only be disclosed if required by a civil action filed under sections 10, 11, or 13 of the [OMA](#).⁹⁵

Closed session minutes may be [destroyed](#) one year and one day *after approval of the minutes of the regular meeting at which the closed session occurred*.⁹⁶

Inadvertent Omissions from the Minutes

The OMA does not invalidate a decision due to a simple error in the minutes, such as inadvertently omitting the vote to go into closed session from a meeting's minutes.⁹⁷

PARLIAMENTARY PROCEDURES

Core Principle

For the actions of a public body to be valid, they must be approved by a [majority vote](#) of a quorum, absent a controlling provision to the contrary, at a lawfully convened meeting.⁹⁸

Quorum

A quorum is the minimum number of members who must be present for a board to act. Any substantive action taken in the absence of a quorum is invalid. If a public body properly notices the meeting under OMA, but lacks a quorum when it convenes, the board members in attendance may receive reports and comments from the public or staff, ask questions, and comment on matters of interest, but may not make any decisions.⁹⁹

⁹⁴ *Kitchen v Ferndale City Council*, 253 Mich App 115; 654 NW2d 918 (2002).

⁹⁵ MCL 15.270, 15.271, and 15.273; *Local Area Watch v Grand Rapids*, 262 Mich App 136, 143; 683 NW2d 745 (2004); OAG, 1985-1986 No 6353, p 255 (April 11, 1986).

⁹⁶ *Kitchen v Ferndale City Council*, 253 Mich App 115; 654 NW2d 918 (2002).

⁹⁷ *Willis v Deerfield Twp*, 257 Mich App 541, 554; 669 NW2d 279 (2003).

⁹⁸ OAG, 1979-1980, No 5808, p 1060 (October 30, 1980). Robert's Rules of Order Newly Revised (RRONR) (10th ed), p 4. We cite to Robert's Rules in this Handbook as a leading guide on parliamentary procedures. This is not to imply that public bodies are, as a general rule, bound by Robert's Rules.

⁹⁹ OAG, 2009-2010, No 7235 (October 9, 2009).

What is the Quorum?

To determine a quorum for any given board, look to the statute, charter provision, or ordinance creating the board in question. On the state level, the Legislature in recent years has set the board quorum in the governing statute itself. The statute will often provide that “a majority of the board appointed and serving shall constitute a quorum.” For a 15-member board, that means eight would be the quorum, assuming there are 15 members appointed and serving. Without more in the statute, as few as five board members could then decide an issue, since they would be a majority of a [quorum](#).¹⁰⁰ But recent statutes often provide that “voting upon action taken by the board shall be conducted by [majority vote](#) of the members appointed and serving.” In that instance, the board needs at least eight favorable votes to act.¹⁰¹ The Legislature has a backstop statute, which provides that any provision that gives “joint authority to 3 or more public officers or other persons shall be construed as giving such authority to a majority of such officers or other persons, unless it shall be otherwise expressly declared in the law giving the authority.”¹⁰²

Losing a Quorum

Even if a meeting begins with a quorum present, the board loses its right to conduct substantive action whenever the attendance of its members falls below the necessary quorum.¹⁰³

Disqualified Members

A member of a public body who is disqualified due to a [conflict of interest](#) may not be counted to establish a quorum to consider that matter.¹⁰⁴

Expired-term Members

Absent a contrary controlling provision, the general rule is that a public officer holding over after his or her term expires may [continue](#) to act until a successor is

¹⁰⁰ See OAG, 1977-1978, No 5238, p 261 (November 2, 1977).

¹⁰¹ See OAG, 1979-1980, No 5808, p 1061.

¹⁰² MCL 8.3c. *Wood v Bd of Trustees of the Policemen & Firemen Retirement Sys of Detroit*, 108 Mich App 38, 43; 310 NW2d 39 (1981).

¹⁰³ RRONR (10th ed), p 337-338.

¹⁰⁴ OAG, 1981-1982, No 5916, p 218 (June 8, 1981). But see MCL 15.342a, which provides a procedure for disqualified public officials to vote in some limited circumstances where a quorum is otherwise lacking for a public body to conduct business.

appointed and qualified, and so could be counted for quorum purposes and be permitted to vote.¹⁰⁵

Resigned Members

The common law rule in Michigan is that a public officer's resignation is not effective until it has been accepted by the appointing authority (who, at the state level, is usually the governor). Acceptance of the [resignation](#) may be manifested by formal acceptance or by the appointment of a successor.¹⁰⁶ Thus, until a resignation is formally accepted or a successor appointed, the resigning member must be considered "appointed and serving," be counted for quorum purposes, and be permitted to vote.

Voting

- Abstain – To "abstain" means to refuse to vote. Thus, a board member does not "vote" to abstain. If a vote requires a majority or a certain percentage of the members present for approval, an abstention has the same effect as a "no" vote.¹⁰⁷
- Adjourning the meeting – A presiding officer cannot arbitrarily adjourn a meeting without first calling for a vote of the members present.¹⁰⁸
- Chairperson voting – Unless a contrary controlling provision exists, all board members may [vote](#) on any matter coming before a board.¹⁰⁹ If a board's presiding officer votes on a motion and that vote is tied, the presiding officer cannot then vote again to break the tie unless explicitly authorized by law.¹¹⁰
- Expired-term members – To determine when a member's term expires, look first to the statute, charter provision, or ordinance creating the public body. Many statutes provide that "a member shall serve until a successor is appointed." Absent a contrary controlling provision, the general rule is that a public officer

¹⁰⁵ OAG, 1979-1980, No 5606, p 493 (December 13, 1979), citing *Greyhound Corp v Pub Serv Comm*, 360 Mich 578, 589-590; 104 NW2d 395 (1960). See also, *Cantwell v City of Southfield*, 95 Mich App 375; 290 NW2d 151 (1980).

¹⁰⁶ OAG, 1985-1986, No 6405, p 429, 430 (December 9, 1986), citing *Clark v Detroit Bd of Educ*, 112 Mich 656; 71 NW 177 (1897).

¹⁰⁷ RRONR (10th ed), p 390-395.

¹⁰⁸ *Dingwall v Detroit Common Council*, 82 Mich 568, 571; 46 NW 938 (1890).

¹⁰⁹ See OAG, 1981-1982, No 6054, p 617 (April 14, 1982).

¹¹⁰ *Price v Oakfield Twp Bd*, 182 Mich 216; 148 NW 438 (1914).

holding over after his or her term expires may [continue](#) to act until a successor is appointed and qualified.¹¹¹

- Imposing a greater voting requirement – Where the Legislature has required only a majority vote to act, public bodies can’t impose a greater voting requirement, such as requiring a two-thirds vote of its members to [alter](#) certain policies or bylaws.¹¹²
- Majority – The term “majority” means “more than half.”¹¹³ For example, on a 15-member board, eight members constitute a majority.
- Proxy voting – The OMA requires that the deliberation and formulation of decisions effectuating public policy be conducted at open meetings.¹¹⁴ Voting by proxy effectively forecloses any involvement by the absent board member in the board’s public discussion and deliberations before the board votes on a matter effectuating public policy.¹¹⁵ Without explicit statutory authority, this [practice](#) is not allowed.¹¹⁶
- Roll call vote – There is no bright line rule for conducting a [roll call vote](#).¹¹⁷ However, the following may be helpful in conducting such a vote. One, when a voice vote reveals a divided vote on the board (i.e., more than one no vote), a roll call vote should be conducted to remove doubt about the vote’s count. Two, if board members are participating by teleconference where permitted by law, a roll call will permit the secretary to accurately record the entire vote. Three, when the board is acting on matters of significance, such as, contracts of

¹¹¹ OAG, 1979-1980, No 5606, p 493 (December 13, 1979), citing *Greyhound Corp v Pub Serv Comm*, 360 Mich 578, 589-590; 104 NW2d 395 (1960). See also, *Cantwell v City of Southfield*, 95 Mich App 375; 290 NW2d 151 (1980).

¹¹² OAG, 1979-1980, No 5738, p 870 (July 14, 1980). OAG, 2001-2002, No 7081, p 27 (April 17, 2001), citing *Wagner v Ypsilanti Village Clerk*, 302 Mich 636; 5 NW2d 513 (1942).

¹¹³ RRONR (10th ed), p 387.

¹¹⁴ *Esperance v Chesterfield Twp*, 89 Mich App at 464, citing *Pranger*, 83 Mich App 197; 268 NW2d 344 (1978).

¹¹⁵ Robert’s Rules concur: “Ordinarily it [proxy voting] should neither be allowed nor required, because proxy voting is incompatible with the essential characteristics of a deliberative assembly in which membership is individual, personal, and nontransferable.” RRONR (10th ed), p 414. The Michigan House and Senate do not allow proxy voting for their members.

¹¹⁶ OAG, 2009-2010, No 7227, p (March 19, 2009). OAG, 1993-1994, No 6828, p 212 (December 22, 1994), citing *Dingwall*, 82 Mich at 571, where the city council counted and recorded the vote of absent members in appointing election inspectors. The Michigan Supreme Court rejected these appointments, ruling that “the counting of absent members and recording them as voting in the affirmative on all questions, was also an inexcusable outrage.”

¹¹⁷ “The fact that the Open Meetings Act prohibits secret balloting does not mean that all votes must be roll call votes.” *Esperance*, 89 Mich App at 464 n 9. The OMA does provide that votes to go into closed session must be by roll call. MCL 15.267.

substantial size or decisions that will have multi-year impacts, a roll call vote is the best choice.

- Round-robin voting – This term means approval for an action outside of a public meeting by passing around a sign-off sheet. This practice has its roots in the legislative committee practice of passing around a tally sheet to gain approval for discharging a bill without a committee meeting. “[Round-robinning](#)” defeats the public’s right to be present and observe the manner in which the body’s decisions are made and violates the OMA.
- Secret ballot – The OMA requires that all decisions and deliberations of a public body must be made at an open meeting, and the term “[decision](#)” is defined to include voting.¹¹⁸ The OMA prohibits a “[voting procedure](#) at a public meeting that prevents citizens from knowing how members of a public body have voted.”¹¹⁹ Because the use of a secret ballot process would prevent this transparency, all board decisions subject to the OMA must be made by a public vote at an open meeting.¹²⁰
- Tie vote – A tie vote on a motion means that the motion did not gain a majority. Thus, the motion fails.¹²¹

¹¹⁸ See MCL 15.262(d) and 15.263(2) and (3).

¹¹⁹ OAG, 1977-1978, No 5262, at p 338-339.

¹²⁰ *Esperance*, 89 Mich App at 464.

¹²¹ *Rouse v Rogers*, 267 Mich 338; 255 NW 203 (1934). RRONR (10th ed), p 392.

Robert's Rules of Order

INTRODUCTION

Robert's Rules of Order is a document that explains general parliamentary procedure. It has become the standard reference for all types of business meetings that require a parliamentary authority, from small local organizations to large corporations. **Robert's Rules of Order** provides guidelines that protect the rights of individual group members, the majority, the minority, absentees, and all parties as a whole. This chart summarizes the most important points contained in **Robert's Rules of Order**. Businesses and groups of all kinds may follow these basic rules of procedure to govern their organization, hold effective meetings, and ensure equal, fair treatment for all of their members.

EVOLUTION OF PARLIAMENTARY PROCEDURE

As early as ancient Greece, government officials created procedures for their legislative bodies to make decisions and thereby govern the populace. During the Middle Ages, *parliament* denoted any important meeting held for the purpose of discussion.

- The rules and precedents governing legislative bodies, commonly called **parliamentary law**, emerged from England's Parliament. When English colonists settled America, they preserved these principles (e.g., consideration of one subject at a time, alternating debate between opposite points of view, and confining debate to the merits of the pending question). This English parliamentary law would have great influence on the newly formed government of the United States.
- In 1801, Vice President **Thomas Jefferson** wrote *A Manual of Parliamentary Practice for the Use of the Senate of the United States*. The manual was the first codified parliamentary procedure designed especially for government use.

- In 1845, **Luther Cushing**, clerk of the Massachusetts House of Representatives, published *Cushing's Manual*, which attempted to provide guidelines for ordinary, voluntary societies. Cushing's idea that each organization should establish its own rules of order proved to be unrealistic in practice.
- In 1876, army officer **Henry M. Robert** wrote a 176-page volume of rules for ordinary societies called the *Pocket Manual of Rules of Order for Deliberative Assemblies*. His publisher shortened the title to **Robert's Rules of Order**.
- In 1915, Robert published *Robert's Rules of Order Revised*, which reorganized, expanded, and clarified the earlier edition. Subsequent revisions followed. **Robert's Rules of Order Newly Revised**, first published in 1970, appeared in its most recent (10th) edition in 2000.

BASIC UNDERLYING PRINCIPLES

1. **A quorum must be present to take legal action.** A quorum is the minimum number of members who must be present to transact business legally.
2. **All members are equal.** Each member of an organization has equal rights. No member's vote counts more than another's.
3. **Members bring business before an assembly in the form of a motion.** A motion is a formal proposal of business.
4. **Only one formal proposal to take certain action may be under consideration at a time.** Members may consider only one basic form of motion, or **main motion**, at a time. Members seeking to make **secondary motions** (which deal with how a main motion will be handled) must make them before adopting, rejecting, or disposing of the main motion.

5. **Only one member may have the floor at a time.** When a member has been **assigned the floor**, or given the right to speak, other members normally may not interrupt.
6. **Full debate is allowed on all questions, unless the rules do not allow debate.** Members may debate fully each proposed main motion. Certain secondary motions, however, are not debatable.
7. **The issue, not the person, is always what is under consideration.** Members should confine their remarks to the merits of the pending question and should not make disparaging comments about other members or their motives.
8. **The organization is paramount compared to the individual.** Though individual members have the right to make a motion, they cannot make a decision. Only the organization makes a decision through its voting members.
9. **A majority vote decides, unless a larger vote is required.** A majority vote—the affirmative vote of more than half of those members present and voting—decides most questions. Certain motions that affect basic rights of members and changes to particular rules of the assembly usually require a **two-thirds vote** for adoption. Two-thirds is defined as at least twice as many members in favor as opposed.
10. **Silence gives consent.** A member who does not vote acquiesces to the will of the majority. The assembly does not consider an **abstention** an affirmative or negative vote; it simply does not count it at all.
11. **Once an assembly decides a question, that question cannot come back before the assembly in the same form.** Members cannot ask the assembly to decide the same question twice in the same session unless they amend, rescind or reconsider the previously adopted question.

THE DELIBERATIVE ASSEMBLY

A **deliberative assembly** is an independent or autonomous group of people meeting to determine, in full and free discussion, courses of action to take in the name of the entire group.

CATEGORIES

- **Assembly of an organized society:** A local branch of a state, national, or international society. Participation is limited to those who are on the membership rolls as voting members.
- **Legislative body:** A constitutionally established lawmaking body of representatives (at the national, state, or local level) chosen by the electorate for a certain term of office.
- **Board:** An administrative or managerial body of appointed or elected people. It may be the organization's supreme governing body or may be subordinate to the general membership.
- **Mass meeting:** A meeting of an unorganized group who have a common interest in a particular purpose or problem. A series of mass meetings may be held to organize a permanent society. Everyone who attends the meeting and is in agreement with the common interest has the right to participate.
- **Convention:** An assembly of delegates chosen to represent constituent subdivisions for one session. Delegates who hold proper credentials are entitled to participate.

MEETINGS

A **meeting** is a single official gathering of members in one room or area to transact business for a length of time with no cessation (except for a short recess). Members do not separate during a meeting.

- **Session:** A session may be a single meeting or a series of connected meetings with a single order of business, agenda, program, or purpose. Each succeeding meeting continues business at the point where it was left off at the previous meeting.
- **Types of meetings**
 - **Regular:** A periodic business meeting of a permanent society held at defined intervals.
 - **Special:** A separate business meeting held at a different time than regularly scheduled meetings, convening only for the specific purpose noticed in the call to the meeting.
 - **Adjourned:** A continuation of the immediately preceding regular or special meeting.
 - **Annual:** A meeting designated to receive reports of officers and committees, hold elections, or take other actions prescribed in the bylaws.
 - **Executive session:** Any meeting or portion of a meeting in which proceedings are secret.

MEMBERS

- **Members of a deliberative assembly have the right to:**
 - Attend meetings
 - Offer motions
 - Speak in debate
 - Vote
 - Nominate other members
 - Hold office

- **Members have the duty and responsibility to:**

- Attend meetings
- Obey the rules
- Further the object of the society
- Insist on enforcement of the rules
- Fulfill assigned duties until properly excused

RULES OF THE ASSEMBLY

Every organization is subject to national, state, and sometimes local laws. Also, each assembly requires rules that establish its structure and govern its operation. The hierarchy for these rules is as follows:

- **Corporate charter:** A legal instrument, granted by state or federal law, that is used to incorporate an organization. Alternatively, a charter may be a **certificate** that a national or state organization issues to grant a group the right to form a local or subordinate organization. This form of charter is *not* an instrument of incorporation.
- **Constitution:** A document defining the primary characteristics of the organization. Currently, the trend is to have these rules contained in one document called the **bylaws**.
- **Bylaws:** A document that defines how an organization functions. It includes all the rules that, due to their importance, are more difficult to change. Bylaws are:
 - **Adopted** by majority vote.
 - **Amended** by two-thirds vote with previous notice to the membership.
 - **Suspended** only if they are in the nature of rules of order or if they allow for their own suspension.

STRUCTURE OF BYLAWS

Bylaws are divided into the following articles:

1. **Name:** The assembly's name, full, exact, and properly punctuated
2. **Object:** The assembly's purpose, expressed concisely in a single sentence, with phrases or lettered subparagraphs offset by semicolons
3. **Members:** Those who have the right to participate fully in the assembly. Subcategories include:
 - Classes of members (regular, affiliate, honorary, etc.), with rights and limitations defined
 - Qualifications or eligibility for membership
 - Required dues and fees, the schedule by which they should be paid, and stipulation about when membership will be terminated for nonpayment of dues and fees
 - Resignations
4. **Officers:** The structure of the assembly's officers, including:
 - Order of rank (usually president, vice president, secretary, treasurer, etc.)
 - Duties
 - Method of nomination
 - Mode of election
 - Term of office and when it commences
 - Method of filling vacancies

5. **Meetings:** Specifics about the assembly's meetings, including:
 - The day on which to hold regular meetings (but not the time or location)
 - Designation of an annual meeting
 - Procedures for calling special meetings and notification requirements
 - Definition of quorum for all meetings
6. **Executive board:** Specification of the executive board's:
 - Composition
 - Powers
 - Regular meetings
 - Special meetings
 - Quorum
7. **Committees:** Any subordinate groups of the assembly:
 - **Standing committees** (those having continuing existence should include:
 - Composition
 - A defined manner of selection
 - Defined duties
 - Names, or a provision for establishment of additional standing committees
 - **Special committees** (established as need arises for a specific purpose) must have a specified manner of selection.
 - **Ex officio:** A Latin phrase that means "by virtue of office." The president may serve *ex officio* as a member of a committee except the nominating committee.
8. **Parliamentary authority:** The assembly's choice of a parliamentary authority to follow (e.g., the current edition of *Robert's Rules of Order Newly Revised*)
9. **Amendment:** Procedures for amending the bylaws, including:
 - Requirements for advance notice (time and manner)
 - Requirement for vote to approve an amendment

RULES OF ORDER

The assembly's **rules of order** come from the assembly's chosen parliamentary authority. **Special rules of order** are an written regulations of parliamentary procedure that supersede the parliamentary authority. Special rules of order are:

- **Adopted or amended** by two-thirds vote with previous notice or majority vote of the entire membership
- **Suspended** by two-thirds vote, unless protecting a minority of less than one-third
- **Note:** Rules regarding **fundamental principles of parliamentary law** (e.g., considering one question at a time, protecting absentees) or involving **basic rights of membership** (e.g., rules regarding quorum) cannot be suspended

STANDING RULES

Standing rules are rules relating to administration rather than to parliamentary procedure (e.g., a rule requiring members to wear badges). Standing rules are:

- **Adopted** by majority vote
- **Amended** either by two-thirds vote without previous notice or majority vote with previous notice
- **Suspended** by majority vote

MOTIONS

A **motion** is a member's formal proposal that the assembly take a certain action. The introduction of a motion may be for a substantive purpose, may allow for a member to express a view, or may trigger an investigation that will later be reported to the assembly.

CATEGORIES OF MOTIONS

- Main motions** introduce new, substantive business or relate to past or future business of the assembly. A main motion is the lowest ranking motion, and a member may make one only when no other business is pending.
- Subsidiary motions** assist the assembly in handling a main motion. Motions in this class rank above the main motion and lower-ranking subsidiary motions but rank lower than privileged motions. Subsidiary motions:
 - Always apply to another motion while it is pending
 - May apply to any main motion
 - Fit into an order of precedence
 - Are in order from the time the chair states a main motion until the vote on that motion
- Privileged motions** do not relate to the pending motion but deal with special matters of immediate and overriding importance. Motions in this class rank above the main motion, subsidiary motions, and lower-ranking privileged motions.
- Incidental motions** change the procedure for handling a motion but do not change what the assembly is considering. Incidental motions also relate to pending business or business the assembly will conduct in the future. These motions never have all four of the characteristics of subsidiary motions. Incidental motions also do not have rank but are incidental to the other motions. They must be decided immediately, before proceeding with further business.
- Motions that bring a question again before the assembly** bring back business that has been previously decided. Members usually introduce them when no other business is pending.

STANDARD DESCRIPTIVE CHARACTERISTICS OF MOTIONS

Each motion has eight standard descriptive characteristics. You can remember them by using the mnemonic device **SAD MR IPA**:

- Second:** Does the motion require that another member second the motion?
- Amendable:** Is there a variable?
- Debatable:** Is it possible for the members to debate the merits of the question?
- Majority vote:** Does adoption of the motion require a majority vote or a greater percentage?
- Reconsiderable:** Is it possible to consider the motion again?
- Interrupt:** May a member interrupt another member to offer the motion?
- Precedence:** Does the motion fall into an order of precedence or rank? To which motions does it yield, and over which motions does it take precedence?
- Applicability:** To which motions is it applicable, and to which motions may it apply?

THIRTEEN RANKING MOTIONS

Motions are **ranked** hierarchically. The main motion, subsidiary motions, and privileged motions fall into the following order of precedence:

Main motion:

- Original main motion:** A motion that introduces a substantive question as a new subject.
- Incidental main motion:** A motion either incidental to or relating to business of the assembly or its past or future action (e.g., to take a recess at a certain time).
- Resolution:** A main motion submitted in writing due to its length, complexity, or importance.
- Preamble:** An optional clause(s), preceding the resolving clause(s), that includes background information or reasons to adopt the resolution. Each clause is indented and begins with "Whereas, . . ." and ends with a semicolon. After the semicolon at the end of the last clause, the words "now, therefore, be it" are added.
- Resolving clause(s):** The actual proposed motion, preceded by the words "Resolved, That." If more than one resolving clause exists, the word "and" is added before the last resolving clause. For example:
 - Whereas, . . . [text of the first preamble clause];
 - Whereas, . . . [text of the second preamble clause];
 - Whereas, . . . [text of the final preamble clause]; now, therefore, be it
 - Resolved, That . . . [text of the first resolving clause];
 - Resolved, That . . . [text of the second-to-last resolving clause]; and
 - Resolved, That . . . [text of final resolving clause].

Subsidiary motions:

- Postpone indefinitely:** A motion to reject a main motion without a direct vote, or kill it in order not to consider it at that session.
- Amend:** A motion to alter or modify the wording of a main motion. A **primary amendment** (amendment of the first degree) modifies the motion; a **secondary amendment** (amendment of the second degree) modifies the primary amendment. Members vote on amendments in reverse order (secondary amendment, primary amendment, and then motion). A member can amend a motion in three ways:
 - Insert or add words or a paragraph:** Insert words at the beginning or within the motion; add words at the end.
 - Strike out words or a paragraph:** Remove words or a paragraph.
 - Strike out and insert words or substitute a paragraph.** Remove certain words and replace them with others, or strike out an entire paragraph and substitute a different one in its place.
- Commit or refer:** A motion to send a main motion to a small group (committee) for further study and report.
- Postpone to a certain time (or definitely):** A motion to delay consideration of a main motion until later in the same meeting or until the next regularly scheduled meeting.
- Limit or extend limits of debate:** A motion to change the number of times each member may speak, the time consumed by each speech, or the total time for debate. A motion to limit debate applies to all motions previously made and that may subsequently be made. A motion to extend limits of debate, however, affects only motions that are still pending.
- Previous question:** A motion to close debate, or **call for the question**, so that the pending motion will come to an immediate vote.
- Lay on the table:** A motion to set aside a main motion temporarily to take up a more pressing or important issue. Whenever a condition is attached to a lay on the table motion, that motion becomes a different type of motion (e.g., a motion to lay the pending motion on the table *until the next meeting* is actually a motion to postpone to a certain time).

Privileged motions:

- Call for the orders of the day:** A request by an individual member to follow the adopted agenda.
- Raise a question of privilege:** A motion to interrupt the discussion of business to bring up an urgent subject or motion. For instance, a member may call a problem with comfort level (noise, room temperature, etc.) to the attention of the chair. Raising a question of privilege may also give a member the ability to make an informed decision (receive handout materials, see a presentation, etc.). Also, an assembly may use this motion to consider a confidential subject by members only (executive session).
- Recess:** A motion to take a short intermission in the meeting.
- Adjourn:** A motion to close the meeting.
- Fix the time to which to adjourn:** A motion to set a time, date, and place to continue the present meeting anytime before the next regularly scheduled meeting; set an adjourned meeting.

THIRTEEN RANKING MOTIONS							
	Motion	Is a second required?	Is it amendable?	Is it debatable?	What vote is required?	Can it be reconsidered?	May it interrupt?
Privileged motions	13 Fix the time to which to adjourn	yes	yes	no	majority	yes	no
	12 Adjourn	yes	no	no	majority	no	no
	11 Recess	yes	yes	no	majority	no	no
	10 Raise a question of privilege	no	no	no	chair decides	no	yes
	9 Call for the orders of the day	no	no	no	at the request of one member	no	yes
Subsidiary motions	8 Lay on the table	yes	no	no	majority	no*	no
	7 Previous question	yes	no	no	two-thirds	yes*	no
	6 Limit or extend limits of debate	yes	yes	no	two-thirds	yes*	no
	5 Postpone to a certain time (or definitely)	yes	yes	yes	majority	yes*	no
	4 Commit or refer	yes	yes	yes	majority	yes*	no
	3 Amend	yes	yes	yes	majority	yes	no
	2 Postpone indefinitely	yes	no	yes	majority	yes*	no
	1 Main motion	yes	yes	yes	majority	yes	no

*Consult the current edition of *Robert's Rules of Order Newly Revised* for the specific rule that applies.

INCIDENTAL MOTIONS

Incidental motions are listed below in the order in which they appear in *Robert's Rules of Order Newly Revised*. They do not have rank but, when made, take precedence over the pending motion.

- Point of order:** A motion that brings any violation of a rule of the assembly to the attention of the presiding officer. A member must raise the point of order immediately after the infraction; otherwise, the point cannot be raised. The presiding officer must rule that the point of order is either well taken or not well taken, or allow the assembly to decide.
- Appeal:** An appeal from the decision of the chair must be made immediately after the presiding officer rules on a point of order. If the appeal is seconded, the assembly takes a vote to decide whether it agrees with the ruling. It votes not on the appeal but on the chair's decision: "Shall the decision of the chair be sustained?" If the assembly decided the point of order, no appeal is allowed.
- Suspend the rules:** A motion to temporarily set aside a rule that would prevent the assembly from taking up a certain question or action. An assembly may *not*, however, suspend bylaws, a statutory law, or rules of basic parliamentary law (e.g., that only members may vote). Also, the vote required to suspend the rules depends on the rule to be suspended.
- Objection to the consideration of a question:** An objection to any original main motion. A member must offer the objection before any discussion has begun or subsidiary motion stated. The chair immediately takes the vote by asking, "Shall the question be considered?" Unless two-thirds of the assembly vote in the negative, the question is considered.
- Division of a question:** A vote by the assembly to divide a pending motion into two or more parts capable of standing on their own merit (i.e., parts that are not dependent on the adoption of the other portion of the motion).
- Consideration by paragraph or serialism:** A motion to consider a lengthy motion by paragraph, article, or section. The presiding officer opens each part of the paragraph for debate and amendment separately, before considering the entire document for adoption.
- Division of the assembly:** A demand by a member to retake a **voice vote** or **vote by show of hands** by taking a **rising vote**. A member can call out the word "Division!" if each side of a voice vote sounds the same, or if that member doubts the result of a vote.
- Motion relating to methods of voting and the polls:** A request by a member to change the method of voting or to close or reopen the polls in an election or ballot vote.
- Motion relating to nominations:** A motion prescribing the method for making nominations (when the bylaws or rules fail to provide one) or dictating when to close or reopen nominations.
- Request to be excused from a duty:** A request by a member to be relieved of an obligation imposed by the bylaws or by duties of an office.
- Request or inquiry:** A request or inquiry related to pending business or business that a member wishes to introduce:
 - Parliamentary inquiry:** A request for the chair's opinion on a point of parliamentary procedure.
 - Point of information:** A request for facts affecting the pending business.
 - Request for permission to withdraw or modify a motion:** A request by a member to withdraw his/her own motion from consideration or to modify it.
 - Request to read papers:** A request by a member to read (or have the secretary read) a paper or book as part of debate.
 - Request for any other privilege:** A request for a privilege not covered by the above requests (e.g., a request to make a presentation when no motion is pending).

MOTIONS (continued)

INCIDENTAL MOTIONS						
Motion	Is a second required?	Is it amendable?	Is it debatable?	What vote is required?	Can it be reconsidered?	May it interrupt?
Point of order	no	no	no	chair rules	no	yes
Appeal	yes	no	yes*	majority*	no	no
Suspend the rules	yes	no	no	two-thirds*	no	no
Objection to the consideration of a question	no	no	no	two-thirds in the negative	*	yes*
Division of a question	yes	yes	no	majority	no	no
Consideration by paragraph or serialism	yes	yes	no	majority	no	no
Division of the assembly	no	no	no	at the request of one member	no	yes
Motions relating to methods of voting or the polls	yes	yes	*	*	*	no
Motions relating to nominations	yes	yes	*	*	*	no
Parliamentary inquiry	no	no	no	chair responds	no	yes
Point of information	no	no	no	chair responds or requests response	no	yes
Request for permission to withdraw or modify a motion	yes*	no	no	majority	*	no
Request to read papers	yes*	no	no	majority	yes	no
Request for any other privilege	yes*	no	no	majority	yes	no

*Consult the current edition of *Robert's Rules of Order Newly Revised* for the specific rule that applies.

BRING BACK MOTIONS

Motions that bring a question again before the assembly are listed below in the order in which they appear in *Robert's Rules of Order Newly Revised*. They do not have rank but may be offered and considered when no other motion is pending.

- **Take from the table:** A motion to resume consideration of a main motion that was laid on the table during that meeting or the previous meeting.
- **Rescind (repeal or annul):** A motion to repeal a previously adopted motion entirely.
- **Amend something previously adopted:** A motion to modify a previously adopted motion.
- **Discharge a committee:** A motion to take a referred question out of a committee's hands so that the assembly can consider it. A **standing committee** (one that has continuing existence) may be discharged from consideration of the question. If a question was referred to a **special committee** (one that ceases to exist after the completion of the task), the committee itself may be discharged.
- **Reconsider:** A motion to reconsider a previously decided motion.
 - A motion to reconsider is subject to certain **time limitations**. During a **meeting**, a member may make a motion to reconsider a previously decided subject, but the motion to reconsider must occur on the same day as the decision. During a **session**, the motion to reconsider must be made on the same (or following) day of that session.
 - The member offering the motion must have voted on the prevailing side (i.e., voted yes if it was adopted or no if it was defeated).
 - Making a motion to reconsider takes precedence over all other motions. However, the assembly may take up or consider the motion only when the original motion could be considered (according to the order of business).

BRING BACK MOTIONS						
Motion	Is a second required?	Is it amendable?	Is it debatable?	What vote is required?	Can it be reconsidered?	May it interrupt?
Take from the table	yes	no	no	majority	no	no
Rescind (repeal or annul)	yes	yes	yes	majority with previous notice; two-thirds; or majority of entire membership	*	no
Amend something previously adopted	yes	yes	yes	majority with previous notice; two-thirds; or majority of entire membership	*	no
Reconsider	yes	no	*	majority	no	*

*Consult the current edition of *Robert's Rules of Order Newly Revised* for the specific rule that applies.

OTHER PARLIAMENTARY TERMS REGARDING MOTIONS

- **Renewal:** If an assembly does not adopt a motion, any member may introduce the motion at subsequent meetings, provided there is either a significant change in the motion's wording or a difference in time or circumstances.
- **Dilatory:** If a motion is absurd or unnecessarily delays (or thwarts) the will of an assembly, a chair can rule it dilatory.
- **Improper:** If a motion conflicts with the rules of the assembly, it is out of order. If the assembly considers and adopts such a motion, the motion is null and void.

HANDLING A MOTION

To offer a motion, a member must first seek recognition and be assigned the floor by the chair (presiding officer). To claim the floor (obtain the right to speak), a member rises at his place (or goes to a microphone in a larger meeting) and addresses the chair by title, "Mr. or Madam President." The chair recognizes the member, usually by announcing the member's name or title. The member then has the floor and can make a motion or speak in debate, as appropriate. There are six steps in handling a motion: The first three steps bring the motion before the assembly; the last three involve the consideration of the question.

1. A member makes a motion.

- The member says, "I move that . . .," "I move to . . .," or "*Resolved*, That . . .," and then is seated.

2. Another member seconds the motion.

- This member says, "Second," "I second the motion," "I second it," or "Support."
- A member neither has to be recognized nor has to be in agreement with a motion to second it. He or she merely agrees that the motion should come before the assembly.
- If no member seconds the motion, the chair may ask, "Is there a second?"
- If no member offers a second, the chair says, "There is no second, and the motion will not be considered." If for some reason an assembly omits this step and is already debating the issue, beginning the vote, or has completed the vote, it is too late to raise a point of order. The fact that there was not a second is immaterial and does not affect the vote's outcome.

3. The chair states the question.

- When the chair says, "It is moved and seconded . . ." (repeats the motion), the motion is officially placed before the assembly. At any time prior to this step, the member who made the motion may withdraw or modify it. But after the chair states the question, the motion belongs to the assembly, and the maker may withdraw or modify it only with the assembly's approval.
- The chair may also request that a motion be submitted in writing, in order to:
 - Perfect the motion's content and grammar
 - Provide the chair with the motion's exact wording so that it may be stated correctly
 - Provide the secretary with the motion's correct verbiage for inclusion in the minutes

4. Members debate the motion.

- The chair initiates debate by asking, "Are you ready for the question?" or "Is there any discussion?"
- The maker of the motion is entitled to speak first if he or she seeks the floor. Members may speak twice to a question, for no more than ten minutes each time. No member may speak a second time until all have had an opportunity to make a first speech.
- The assembly must confine all debate to the merits of the pending question.

5. The chair puts the question to a vote. (For details about voting methods, see other side)

- The chair repeats the motion so that members know the question they are being asked to decide: "The question is on adoption of the motion (or resolution) . . ."
- If the chair does not repeat the motion exactly as it was made, a member may raise a point of order. Otherwise, the verbiage used by the chair in putting the question to a vote is the same as will appear in the minutes of the meeting.
- **Methods for taking a vote:**
 - **Voice (viva voce):** The usual method for a vote requiring a majority for approval
 - **Show of hands:** An alternative to viva voce, often used in small boards or committees
 - **Rising:** The usual method for a vote requiring two-thirds for approval

PROPER WORDING FOR TAKING A VOTE	
Type of vote	Wording
Voice (viva voce)	"Those in favor of the motion, say aye." [pause for response] "Those opposed, say no." [pause for response]
Show of hands	"Those in favor of the motion will raise the right hand." [pause for response] "Lower hands." [or nod, "Thank you."] "Those opposed will raise the right hand." [pause for response] "Lower hands." [or nod, "Thank you."]
Rising	"Those in favor of the motion will rise (or stand)." [pause for response] "Be seated." "Those opposed will rise (or stand)." [pause for response] "Be seated."

- **Note:** The assembly always takes the negative vote, even if it appears that all members have voted in favor of the proposal. The only exceptions to this rule are complimentary or courtesy resolutions (unless any member objects, in which case the "no" vote is taken).

6. The chair makes a complete announcement of the result of the vote.

- The chair states which side has the most votes and whether the motion is adopted or lost:

PROPER WORDING FOR ANNOUNCING THE OUTCOME OF A VOTE		
Type of vote	Wording to announce a "yes" vote	Wording to announce a "no" vote
Voice (viva voce)	"The ayes have it, and the motion is adopted."	"The nos have it, and the motion is lost."
Show of hands	"The affirmative has it, and the motion is adopted."	"The negative has it, and the motion is lost."
Rising	"There are two-thirds in the affirmative, and the motion is adopted."	"There are less than two-thirds in the affirmative, and the motion is lost."
Counted*	"There are [x] in the affirmative and [y] in the negative. The affirmative has it, and the motion is adopted."	"There are [x] in the affirmative and [y] in the negative. The negative has it, and the motion is lost."

*If determined necessary by the chair or ordered by the assembly.

- After declaring the outcome, the chair makes a statement indicating the effect of the vote.
- If appropriate, the chair announces the next item of business.

RULES AND DECORUM IN DEBATE

Providing that no modifications have been made to the rules of debate listed in *Robert's Rules of Order Newly Revised*, each member is entitled to speak **twice** in debate, for no more than **ten minutes** at a time.

- A member must **seek the floor** and be **recognized by the chair** in order to speak.
- The member that makes the motion is **entitled to speak first**.
- No member is entitled to speak a **second time** until all other members who wish to speak for the first time have the opportunity to do so.
- A member **may not transfer his or her rights** during a debate.
- A member **may not yield** to another member. The chair assigns who will speak next.
- If a speaker yields for a question, the **time is charged** to the speaker.
- Members must confine remarks to the **merits of the pending question**.
- A member's **motives** must not be attacked.
- A member **may not speak against his/her own motion**, though he/she may vote against it.
- All remarks must be addressed **to or through the chair**.
- Members **may not speak directly to one another**.
- The chair should **alternate debate** between the affirmative and negative positions.
- **Only the assembly** may grant permission to read from **books, reports, etc.**
- A member interrupted by the chair **must be seated**.
- The chair **may not participate in debate** without relinquishing the chair.
- No member may **comment adversely** on any prior act of the assembly.
- The chair may **close debate** only with the consent of the assembly, which requires a **two-thirds vote**.

DETERMINING VOTING RESULTS

The basic requirement for approval of an action in a deliberative assembly is a **majority vote**, or more than half the votes cast. Unless a specific requirement arises, the vote is always a majority of those "present and voting." Other voting requirements may be:

- **Two-thirds vote:** At least twice as many in favor as opposed.
- **Majority of the entire membership:** More than half of *all* the members (not just those present at the meeting). This requirement is sometimes an alternative to a two-thirds vote.
- **Unanimous consent (general consent):** Agreement by the members present without taking a vote. The chair asks, "Is there any objection?" If there is no objection, the motion passes by unanimous consent. Unanimous consent may be used for a majority or two-thirds voting requirement.
- **Three-fourths vote or 90 percent vote:** An unusually high percentage of the vote required for approval. These types of votes are often reserved for special items of business in accordance with the bylaws.
- **Plurality vote:** Merely the *largest* number of votes received, not necessarily a majority. Used when members have at least three choices of candidates or proposals.
- **Tie vote:** A lost vote, since neither the affirmative nor the negative received a majority.

MAKING NOMINATIONS

According to *Robert's Rules of Order Newly Revised*, a **nomination** is a proposal "that ____ be elected." There are a variety of methods for making nominations for elected offices; an organization's preferred method should be listed in the organization's bylaws.

- **Note:** A second is *not* required for a nomination.
- **Methods for making nominations:**
 - **By the chair:** The chair makes the nomination. This method is usually reserved for naming members of committees.
 - **From the floor (open nominations):** Any member present at the meeting proposes the name of a candidate for nomination.
 - **By a committee:** A nominating committee proposes candidates for election. Such a nominating committee must be established in the organization's bylaws.
 - **By ballot:** An alternative to nominating from the floor; all members present at a meeting may propose candidates by writing their names on ballots. All members who are nominated in this manner appear on the election ballot.
 - **By mail:** Members nominate candidates for office by mail rather than in person. This method allows all the organization's members to have the ability to nominate, regardless of their presence or absence at meetings. The nominating ballot may be secret or signed in accordance with requirements of the organization's bylaws.

- **By petition:** Members nominate candidates for office by a nominating petition. This method requires a certain number of signatures on a petition for the candidate to receive a nomination.

METHODS OF VOTING

A deliberative assembly has the option of using a variety of **voting methods**. All members have the right but not the obligation to vote.

- **Note:** Members may **change their votes** until the point when the chair declares the result. After that, members may change their votes only with permission of the assembly.
- **Methods of voting:**
 - **Voice (viva voce):** The default method for taking a vote in a meeting.
 - **Show of hands:** An alternative to voting by voice.
 - **Rising:** The usual method for taking a vote requiring two-thirds for passage or for verifying a close vote by voice.
 - **Counted rising vote:** The usual method for verifying a close two-thirds vote.
 - **Voting cards:** An alternative to voting by voice or rising. Only voting members receive a brightly colored voting card, which they raise at the direction of the chair.
 - **Roll call vote:** An effective way to place on the record how each member or delegation votes (especially for representative bodies, such as local government boards, which are responsible to a constituency). A roll (a list of the members' names) is called one by one, and the response may be "yes," "no," "present" (abstain), or "pass" (delay voting until all others have had the opportunity to vote).
 - **Ballot:** A method in which each member marks his or her choice on a slip of paper. When voting by this method, **tellers** who report to the assembly count the ballots and report to the chair, who announces the result of the vote. The tellers' report should include the following information:
 - Number of votes cast
 - Number of votes necessary for election
 - Number of votes each candidate or proposal received
 - Number of illegal votes (e.g., votes cast for ineligible persons, instances of more votes cast than the number to be elected, two or more ballots folded together, etc.)
 - **Machine or electronic voting:** An alternative to paper ballots in large organizations.
 - **Alternative methods of voting:** An organization must outline in its bylaws specifically how to vote outside of a meeting. For example, voting by postal mail, electronic mail, facsimile (fax) transmission, or proxy voting.

OFFICERS

An **officer** is a member elected or appointed to a leadership position in an organization.

BASICS

The minimum essential officers for business to occur in an organization are a **presiding officer** and a **secretary**.

- In practice, however, organizations usually have at least four officers: **president, vice president, secretary, and treasurer** (and perhaps others).
- In its bylaws, an organization should specify:
 - Required number of officers
 - Method of nominating and electing (or appointing) officers
 - Necessary qualifications for members who want to become officers
 - Each officer's term of office

PRESIDENT / PRESIDING OFFICER

The **president** is the usual title for the **presiding officer** or **chairman**. The term "**the chair**" is used to refer to the person who is actually presiding at a given moment.

- **Duties of the presiding officer:**
 - **Call the meeting to order** at the appointed time after determining a **quorum** is present.
 - Announce the **items of business** before the meeting in the proper order.
 - Recognize **members** entitled to the floor.
 - State and put to vote all **questions** that legitimately come before the assembly.
 - Protect the assembly from **frivolous or dilatory motions**.
 - Enforce the **rules of debate** and those involving order and decorum.
 - **Expedite business** while recognizing the rights of members (e.g., by using unanimous consent on noncontroversial motions).
 - Decide all **questions of order**.
 - Respond to **inquiries** relating to parliamentary procedure or factual information.
 - **Authenticate** all acts, orders, and proceedings of the assembly by signature.
 - Declare the meeting **adjourned**.
- **Procedures:**
 - The presiding officer should be **seated** (or step back from the lectern) while a member is speaking.
 - The presiding officer should **stand** when:
 - Calling the meeting to order
 - Announcing items of business
 - Assigning the floor
 - Stating a motion
 - Announcing the result of a vote
 - Responding to questions
 - Explaining a ruling resulting from a point of order
 - Speaking regarding a ruling made as a result of a point of order or an appeal
 - Declaring the meeting adjourned
- **Debate and vote:**
 - If a motion is **specific to the presiding officer**, he or she should turn the chair over to the vice president or appropriate temporary chairman and resume the chair when the matter has been decided.
 - If the presiding officer wishes to participate in debate, he or she must **vacate the chair** and yield it to the vice president or temporary chairman until the matter has been decided.
 - The presiding officer **does not vote** unless the vote is by ballot; he or she may, however, vote to affect the result (e.g., to make or break a tie vote).
 - If any two members **appeal a decision of the chair**, the presiding officer does *not* vacate the chair; rather, he or she has the right to be the first speaker and provide reasons for making the decision. Each member has an opportunity to speak. The presiding officer may speak one last time. A **tie vote** sustains the decision of the chair.

VICE PRESIDENT

The **vice president** is the officer who assumes the chair if the president is absent or vacates the chair. The vice president's specific duties usually are prescribed in the organization's bylaws.

- When the president has the power to appoint all **committees**, the vice president does *not* have this power while presiding.
- Members should address the vice president as "**Mr. or Madam President**" whenever he or she is presiding.

SECRETARY

The **secretary** is the recording officer of the assembly and custodian of its records.

- **Duties of the secretary:**
 - Conducting the organization's **official correspondence** and sending out a notice of meetings, known as the **call** of the meeting.
 - Notifying officers, committees, and delegates of their election or appointment.
 - Preparing an **agenda (or order of business)** at the president's request.
 - Having the organization's **documents** at each meeting. These include the minutes book, bylaws, rules, list of members and committee members, agenda, ballot paper, and any other necessary supplies.
 - Calling the meeting to order and immediately conducting an election for a **chairman pro tem** (short for the Latin *pro tempore*, meaning "for the time being") should the president and vice president be absent.
 - Keeping a careful and authentic record of the proceedings of all business meetings. This record is known as the **minutes**. (For more information on the content of minutes, see Minutes and Standard Order of Business, next page.)
 - **Reading the minutes** for approval by the assembly.
 - Providing a copy of the minutes to the president as soon as possible after the meeting.
 - Allowing members to examine the minutes and records upon request.
 - Maintaining the official **roll of members** and calling the roll when requested.
 - **Signing**, along with the president, all official acts, orders, and proceedings of the organization.
 - **Updating the bylaws** and other formal rules of the organization in accordance with amendments recorded in the minutes.
 - Furnishing delegates with proper **credentials**.
 - Being the **custodian of all important papers**, such as committee reports, belonging to the organization.

TREASURER

The **treasurer** is the custodian of the organization's funds. This officer's duties vary from organization to organization and depend largely on whether the organization employs an administrative staff.

- **Duties of the treasurer:**
 - **Collecting and depositing funds** of the organization.
 - **Disbursing funds** only with the authority of the assembly.
 - Obtaining signatures of the required officers on all **checks**.
 - Providing a **receipt** for any cash or checks received.
 - Maintaining **accounts** as established by the organization.
 - Reconciling all **bank statements**.
 - Preparing a written **treasurer's report** for each meeting. The report should include:
 - Balance on hand at the beginning of the period
 - Receipts
 - Disbursements
 - Balance on hand at the end of the period
- An organization should never adopt a treasurer's report; the report should be placed on file awaiting audit. An organization should then adopt the auditor's report.

MINUTES AND STANDARD ORDER OF BUSINESS

MINUTES

The secretary keeps an official, legal record of meetings called the **minutes**. This record should reflect what members *did* during the meeting, not what they *said*.

CONTENT OF MINUTES

Though the **content of minutes** may vary from organization to organization, at minimum it should contain the following:

- **First paragraph:**
 - **Type of meeting** (regular, special, adjourned regular, or adjourned special)
 - **Name of the organization**
 - **Date and time** of the meeting and the place (if it is not always the same)
 - Notation of the regular presiding officer's and secretary's presence or that of their substitutes
 - Action taken on the minutes of the previous meeting(s), i.e., whether they were approved **as read** or **as corrected**. (Note: A previous meeting's minutes should never be approved at a special meeting.)
- **Body (separate paragraph for each of the following):**
 - All **main motions** or motions to **bring a question again before the assembly**.
 - Name of the **maker of each motion** (but not of the seconder).
 - **Final wording of each motion** (including any amendments) and whether each motion was adopted, lost, or temporarily disposed of (e.g., postponed or referred to a committee). Generally, motions that are **withdrawn** should *not* be included in the minutes.
 - All **notices of motions**.
 - All **points of order and appeals**, whether sustained or lost, along with the chair's reasons for the ruling.
- **Last paragraph:**
 - Notes the **hour of adjournment**.
 - Closes with the **signature and title** of the person writing them. In some organizations, the **president** also signs the minutes.
 - Inclusion of the words "respectfully submitted" is an older practice generally no longer used.

READING AND APPROVAL OF MINUTES

At the beginning of the next regular meeting, the secretary **reads** the previous meeting's minutes, and the assembly **approves** them. The assembly normally makes **corrections** to the minutes and approves them by unanimous consent.

- The assembly may **dispense with the reading of the minutes** by a majority vote; in other words, the assembly will not consider the minutes at the regular time.
- If members receive a draft of the minutes in advance of a meeting, the secretary does not need to read them aloud.
- When an assembly approves the minutes, the secretary should write the word "**Approved**" with his or her initials and the date at the bottom.
- After adoption, an assembly may **amend the minutes** upon the discovery of an error or omission. Such an amendment requires a two-thirds vote, a majority vote with previous notice, or a majority vote of the entire membership, whichever is easiest to obtain.

STANDARD ORDER OF BUSINESS

The secretary or recording officer should prepare an **agenda**, or order of business, for each meeting. The agenda should be made available at least to the presiding officer and secretary.

OPENING CEREMONIES

- The presiding officer may rap the gavel once and announce, "The meeting will come to order."
- The chair is responsible for determining the presence of a **quorum**. In the absence of a quorum, the assembly may take only the following actions:

- Fix the time to which to adjourn (i.e., set an adjourned meeting for any time prior to the next regularly scheduled meeting)
- Adjourn
- Recess, making the assumption that a quorum will eventually be present
- Take measures to secure a quorum, which may include phoning absent members and/or transporting them to the meeting
- An organization may offer an **invocation** or **prayer**. If so, this should be first.
- The playing and/or singing of the **National Anthem** precedes the **Pledge of Allegiance**.
- A member may read an **inspirational or motivational message** after the patriotic ceremonies.
- Members may observe rituals, such as reciting an organizational pledge or recounting the object or ideals of the organization.
- Members may adopt the agenda if the organization has not established a special order of business or the organization is not following a standard agenda outlined in *Robert's Rules of Order Newly Revised*.

COMPONENTS OF THE STANDARD ORDER OF BUSINESS

The six components to the standard order of business follow the mnemonic device **MRS. SUN**.

- **Minutes**
 - The minutes, or record of the proceedings, are read and approved in chronological order.
 - The chair asks, "Are there any corrections to the minutes?"
 - Typically, the assembly adopts both the corrections to the minutes and the minutes themselves by unanimous consent.
- **Reports of officers, boards, and standing committees**
 - Officers report in the order listed in the bylaws.
 - The secretary presents the board of directors' report (if there is a board and/or report).
 - Standing committees report in the order listed in the bylaws.
- **Special committee reports:** Given in the order in which the committees were established.
- **Special orders:** Items that the bylaws require the assembly to handle at a particular meeting, such as the election of officers.
 - At a specific time, the assembly may interrupt business to consider any item postponed by a two-thirds vote and made a special order (from the same or a previous meeting).
- **Unfinished business and general orders**
 - Unfinished business includes any items on the agenda not completed at the last meeting (the term "old business" is not used).
 - General orders include any items postponed from the last meeting by a majority vote.
- **New business:** May be introduced when no other question is pending.

CLOSING ACTIVITIES

- Under the **Good of the Order** (or general welfare of the society) heading, members may obtain the floor and provide informal observations about the organization's work, reputation, membership, or another similar issue.
- The chair or other members may make **announcements**.
- The **program** is presented before the meeting adjourns. This might include a talk, film, guest speaker, or other program of a cultural, educational, or civic nature. However, the assembly should never **turn over** a meeting to another member or guest speaker. Instead, a member of the assembly should either **introduce** a guest speaker (if the assembly does not yet know the speaker) or **present** a speaker (if members already know the speaker).
- The meeting is **adjourned** either by motion and vote, or, if business has been concluded, the chair may ask the assembly if there is any further business. If members do not have any further business, the presiding officer may declare the meeting adjourned without a motion or vote.

TAKING UP BUSINESS OUT OF ITS PROPER ORDER

The assembly may take up any item of business out of its proper order by adopting a motion to suspend the rules by a two-thirds vote.

COMMITTEES

A **committee** is not a deliberative assembly; rather, it is one or more persons elected or appointed by an organization to consider, study, investigate, or take action on assigned matters. During a committee's deliberations in meetings, only **committee members** and invited guests may be present. The rules generally do *not* allow members to make motions to limit debate.

COMMITTEE PROCEDURES

- **Standing committees**, established in the bylaws, have a continuous existence. These committees either have their duties assigned to them by the assembly or find them listed in the bylaws.
- **Special (ad hoc or select) committees** are established as the need arises and cease to exist either on completion of their assigned task or after making their final report.
- **Committee of the whole** is a device in which the full assembly acts as a committee to consider a motion. The rules of debate are relaxed, and members may speak in debate as often as they are able to obtain the floor. This device is usually used for large assemblies (100+ members).
 - The presiding officer appoints a **chairman** to preside over the committee. The presiding officer leaves the chair so as to preside more effectively during the assembly's final consideration.
 - The secretary does *not* record the proceedings of the committee in the minutes but *does* include the committee's report.
- The following are two **alternate forms** of committee of the whole:
 - A **quasi committee of the whole** is suited for medium-sized assemblies of about 50–100 members. Although the rules of debate are relaxed just as in a committee of the whole, the presiding officer remains in the chair. Again, the secretary does not record the proceedings in the minutes but does include the committee's report.
 - **Informal consideration**, best suited for small groups, simply removes the normal limitations on speaking in debate. The presiding officer remains in the chair, and the secretary includes in the minutes the results of any votes taken during informal consideration.

METHODS OF APPOINTING COMMITTEES

If the assembly has not dictated how to **appoint committees** in its bylaws or rules of order, the assembly may decide on the method by unanimous consent or a majority vote. The power to appoint a committee includes the power to **fill any vacancies**. Committees may be appointed in the following ways:

- **Election by ballot:** Members make nominations using any method of nomination (see Making Nominations, *previous page*), and a majority vote elects.
- **Nominations from the floor (open nominations) with viva voce election:** If the assembly nominates the *same* number of members as positions to be filled, the chair declares that the nominees become the committee. On the other hand, if members propose *more* nominees than the positions to be filled, the assembly votes on the candidates in the order of their nomination.

- **Nominations by the chair with a confirmation vote by the assembly:** The assembly may wish not only to take advantage of the chair's knowledge and judgment but also to retain the power to veto nominations. The chair names the candidates and then asks, "Shall these persons constitute the committee?" Any member may move to strike out the name of a proposed member. If the assembly approves striking a name by majority vote, the chair proposes an alternate name.
- **Appointment by the chair:** The assembly does *not* vote on appointees unless they include nonmembers.
 - **Appointment of the committee chairman by the chair:** If the chair or presiding officer of the assembly has the power to appoint a committee, the first person he or she names to the committee is the chairman. The first-named appointee serves as the chairman unless it is specifically stated that the *committee* will elect its own chairman.
 - **Appointment of the committee chairman by the assembly or executive board:** If an assembly or executive board (i.e., not the chair) adopts a motion to name a committee, the body has the power to name a chairman. However, if an assembly does *not* designate a chairman when appointing a committee, the committee *members* have the right to elect a chairman.
- **Appointment by adoption of a motion naming members of the committee:** An assembly may use this method to appoint special committees.

COMMITTEE REPORTS

A **report** is an authorized statement formally adopted by and submitted in the name of the committee. The report makes the assembly aware of **actions** the committee takes or recommends, or **information** the committee obtains.

- Committees should submit reports in **writing**, worded in the **third person**.
 - A **standing committee** should word reports as follows:
The committee on [x] submits the following report . . ."
 - A **special committee** should reports as follows:
The committee appointed to [x] submits the following report . . ." or
The committee to which was referred [x] reports (or recommends) that . . ."
- A committee's report may also contain a **resolution**.
 - The committee chairman or reporting member introduces the resolution by saying, "By direction of the committee, I move adoption of the following resolution . . ."
 - A second is *not* required for a recommendation of a committee, since the recommender was effectively seconded in committee.

OTHER TYPES OF DELIBERATIVE ASSEMBLIES

BOARDS

A **board** is a form of deliberative assembly that has no minimum size (but is usually smaller than an organization's assembly). A board is always subordinate to the organization itself; that is, it receives its power to operate from the organization.

COMPOSITION AND OFFICERS

In accordance with the bylaws, a board may consist of officers, chairmen, and other members and may be called an **executive board**, **board of directors**, **board of trustees**, or **board of governors**.

- **Ex-officio members:** Often, a board includes members who serve *ex officio*, or "by virtue of their office." An *ex-officio* member who is under the authority of the organization has the same privileges as any other board member. *Ex-officio* members who are not under the authority of the organization have the privilege to make motions, speak in debate, and vote but do not have the *obligation* to participate. In other words, the board does not count an *ex-officio* member in determining the presence of a quorum.
- Officers of an organization's board are usually the same as those serving in the organization. A board has only those powers assigned it in the organization's bylaws and conducts its business just like any other deliberative assembly. A board usually reports to the membership; an **executive committee**, composed of the elected officers, reports to the board.

PROCEDURE IN SMALL BOARDS

Small boards (not more than about a dozen members present) conduct business like a committee. Generally, the following rules govern meetings of small boards (although a board may decide to deviate from these rules by the adoption of special rules of order):

- Members may make motions or speak in debate while seated; they do not need to obtain the floor to do so.
- Motions do not require a second.
- There is no limitation on the number of times a member may speak to a question.
- Generally, members may not make motions to limit or close debate.
- Members may discuss a subject informally while no motion is pending.
- If a proposal is clear to all present, a vote may be taken without having to introduce a motion formally.
- The chairman may sit while putting questions to a vote.
- The chairman may make motions, speak in debate, and (usually) vote on all questions.

MASS MEETINGS

A **mass meeting** is a meeting of an unorganized group. It is open to anyone interested in the meeting's stated purpose or problem.

ORGANIZATION OF A MASS MEETING

- The **call**, or announcement of the meeting, should specify the date, hour, and place of the meeting; its purpose; and who is invited to attend.
- Before the meeting, the sponsors should agree on:
 - Who will call the meeting to order
 - Whom they prefer as a chairman
 - Who will be nominated for secretary
 - What rules, if any, will be proposed for adoption
 - Who will make the initial talk explaining the purpose of the meeting.
- The "members" of a mass meeting consist of all persons invited who attend.
- Members take a **voice vote** to elect a chairman and secretary. The secretary then reads the purpose contained in the call of the meeting.
- A member (the sponsor or a member designated by the sponsors) offers a **resolution** or a series of resolutions to accomplish the purpose.
- A motion to **adjourn** is *not* in order while business is pending, unless a time for an adjourned meeting has been established.

ORGANIZATION OF A PERMANENT SOCIETY

Although the organizers of a **permanent society** work in a manner similar to the sponsors of a mass meeting, the society's *membership* should be limited to people who take an interest in the subject of the society. For this reason, *Robert's Rules of Order Newly Revised* suggests that meetings of permanent societies not be publicly announced.

- **First organizational meetings include:**
 - Election of temporary officers and introductory talks
 - Adoption of a resolution to form a permanent society
 - Selection of bylaws by committee members
 - Establishment of an adjourned meeting
- **Second organizational meetings include:**
 - Reading and approval of minutes
 - Consideration and adoption (by majority vote) of proposed bylaws
 - Recess to enroll (charter) members
 - Reading of the roll and election of permanent officers
 - Any other essential business

CONVENTIONS

A **convention** is an assembly of delegates chosen to represent constituent subdivisions for one session. Conventions vary in size and duration, often occurring at specific yearly intervals as the bylaws dictate.

FORMAL ORGANIZATION OF A CONVENTION

Before a convention can start business, three committee reports must be considered and adopted in the following order:

- **Credentials committee:** Adoption of this report by majority vote establishes the convention body. Additional reports may be given at the beginning of each business meeting or before crucial items of business (e.g., election of officers). A majority vote also adopts these supplementary reports.
- **Committee on standing rules:** The convention program usually includes proposals for rules, including parliamentary rules (e.g., a limitation on the length of speeches) and administrative rules (e.g., a requirement that convention participants wear badges at all times). A two-thirds vote is required to adopt convention standing rules.
 - If a member requests that a particular rule be voted on separately, members must first vote on the body of rules; then they may consider the rule in question.
 - Parliamentary rules require a two-thirds vote for adoption; administrative rules require a majority vote for adoption.
- **Program committee:** The convention program (which the assembly adopts by majority vote) outlines the order of business and additional activities during the convention. It might also contain:
 - Opening/closing hours of each day's business meeting
 - Reports
 - Time for nomination and election of officers
 - Report of the convention resolutions committee
 - Times for educational workshops, meals, or social events

RESOLUTIONS COMMITTEE

Some conventions may also have a **resolutions committee**, whose purpose is to screen all original main motions. This committee receives its power from the convention.

- The committee may only have the authority to put resolutions in **proper form** and **logical sequence**. Alternatively, it may have the authority to alter the substance of resolutions.
- The committee usually reports all resolutions referred to it and recommends each for adoption, rejection, or amendment. Alternatively, it may make no recommendation at all.
- Sometimes the committee is given the power *not* to report a resolution, thus withholding the resolution from the convention's consideration. If so, the convention should always retain the power to override the committee's determination.

ADDITIONAL PROCEDURES

AMENDING BYLAWS

Often, an organization may **amend its bylaws only at an annual meeting or a convention**.

PROCEDURE

A **motion to amend the bylaws** is classified as a motion to amend something previously adopted. Normally, amendments to the bylaws require **previous notice** and a **two-thirds vote**.

- An organization may allow primary and secondary amendments as long as they do *not* exceed the scope of change contained in the previous notice.
- An affirmative vote cannot be reconsidered. An amendment to a bylaw takes immediate effect.

COMPLETE REVISION OF BYLAWS

If the assembly proposes extensive changes scattered throughout the bylaws, it may consider a complete **revision** of them. A revision opens the entire document to amendment, so the assembly may make an unlimited number of changes. The current version of the bylaws is *not* pending; if a member wishes to retain an original section, he or she must make a separate motion to amend the revision.

PROVISOS

An assembly may add (to the motion to adopt the amendment) a provision defining when the amendment to a bylaw takes effect. Alternately, a proviso in the form of an incidental motion may be adopted prior to consideration of the proposed bylaw amendment.

DISCIPLINARY PROCEEDINGS

Although many organizations have a formal **code of ethics**, even those without a code can expect their members to behave properly. Formal disciplinary action should be reserved for serious situations, which may occur either during or outside of meetings.

OFFENSES DURING MEETINGS

An organization has the right to determine who may be present at meetings and may also expect a reasonable level of control **during meetings**. All members present have the duty to obey the legitimate orders of the presiding officer, and the

assembly has the right to go into executive session (excluding nonmembers from the meeting).

- If a member commits only a **slight breach of order** (e.g., speaking directly to another member during debate), the chair may simply rap the gavel, point out the fault, and advise the member to avoid the breach in the future.
- If a member commits a **more serious offense** (e.g., repeatedly questioning the motives of other members), the chair should first **warn** the member. The chair or any other member may also **call the member to order** by raising a point of order.
- If the member has been warned repeatedly by the presiding officer yet persists in the offense, the chair may **name the offender**, which amounts to preferring charges on the offender. This should be used only as a last resort.
- If the member obeys, the matter may be dropped. If the member persists, the chair may ask, "What penalty shall be imposed on the member?" As a penalty, the assembly may:
 - Require an apology
 - Censure the member
 - Require that the member leave the meeting room
 - Suspend membership
 - Expel the member from the organization

OFFENSES OUTSIDE OF MEETINGS

The bylaws may include a provision outlining the penalty for certain behavior **outside of meetings** (e.g., harming the good name of the organization, hampering its work, and so on).

- **Disciplinary trial:** The organization has the right to investigate the character of its members. Any accused member has the right to a fair trial; if the bylaws do not include procedures for holding a disciplinary trial, the assembly should consult the current edition of *Robert's Rules of Order Newly Revised*.
- **Removal from office:** Any elected officer may be removed from office for misconduct or neglect of duty.
 - If the bylaws provide that officers serve "for [x] years or until their successors are elected," the assembly may rescind the election and elect a successor for the remainder of the term. The vote required would be the same as to rescind.
 - If the bylaws provide that officers serve only a fixed term or that they serve "for [x] years **and** until their successors are elected," the officer can be removed only as a result of a disciplinary trial.

GLOSSARY OF TERMS

Ad hoc: Latin for "for this [purpose] alone"

Address the chair: To use the appropriate title of the presiding officer when seeking recognition

Adjourn sine die: An adjournment without provision for another meeting; used at the close of a convention

Adopt: To accept or approve a motion

Agenda: The established order of items of business

Aye/yea/yes: An affirmative vote

Censure: An admonition or reprimand

Chair: The presiding officer of an assembly

Debate: A discussion of the pros and cons of a motion

Decorum: Proper behavior

Entertain a motion: For the chair to request a formal motion to take a specific action

Ex officio: Latin for "by virtue of office"

Germane: Relevant (used regarding amendments or debate)

In order: Correct in accordance with the rules of the assembly.

Lost: Rejected by a vote of the assembly

Nay/no: A negative vote

Null and void: Lacking legal force or effect

Obtain the floor: To secure recognition in order to make a motion or speak in debate

Out of order: In violation of the rules of the organization

Parliamentary authority: The book of rules adopted by an assembly to govern its parliamentary procedure

Pending motion: The motion under consideration

Precedence: Priority or rank of motions

Prevailing side: The side that received the greatest number of votes, either affirmative or negative

Pro tempore: Latin for "temporarily," "for the time being"

Proxy: Written authorization to vote on another member's behalf

Question: The immediately pending motion

Recommit: To refer a subject or motion again to the same or a different committee

Ruling: A decision made by the chair

Stand at ease: To take a brief pause in the meeting (shorter than a recess; members do not leave the room)

Vote by acclamation: Approval of a candidate by unanimous consent of the assembly

Older Adults Advisory Board AGENDA ITEM

Title	New Member Orientation
SUBMITTING DEPARTMENT	City Manager's Office/ Senior Center
PRESENTER	Susan Barkman
MEETING DATE	March 7, 2024

EXECUTIVE SUMMARY

Staff would like to do a brief orientation for the board since everyone is new. Some members of the board have sat on boards before while others have not, and we would like to address some of the recent changes made related to our boards and commissions.

Please review the attached materials before the meeting.

ALIGNMENT WITH COMMISSION APPROVED PLANS, POLICIES, AND PROGRAMS

Provide a description of how this item aligns with the strategic plan, aging in place plan, and sustainability and climate action plans. Include any specific goals or action steps it supports.

N/A

COMMUNITY ENGAGEMENT

Provide a description of any community engagement efforts made for this item. Include information on tools used, participation information, and general sentiments.

N/A

Attachments

Ch. 113 Older Adults Advisory Board

Ch. 12-14 Attendance

Open Meeting Act Handbook

Roberts Rules of Order Cheat Sheet

Older Adults Advisory Board

AGENDA ITEM

Title	2024 Meeting Schedule
SUBMITTING DEPARTMENT	City Manager's Office
PRESENTER	Susan Barkman
MEETING DATE	March 7, 2024

EXECUTIVE SUMMARY

The Older Adult Services Board needs to select meeting dates and times for the remainder of the year. The board is able to select meetings based on the availability of members and staff.

The group was able to schedule the first meeting on the first Thursday of the month, and if this schedule generally works for people then staff would propose the following meeting dates: April 4, May 2, June 6, August 1, September 5, October 3, November 7, and December 5. July's meeting would fall on the July 4th holiday and staff are off that day, so the group would need to identify an alternative date, or take a month off from meetings.

Please have your availability so that we can make any adjustments as needed during the meeting.

ROYAL OAK AGING IN PLACE PLAN

APPROVED ON DECEMBER 12, 2022

CITY MANAGER'S LETTER



n behalf of the City of Royal Oak's elected leaders, city staff, and members of the Royal Oak Senior Services | Aging in Place Task Force, I am proud to introduce the city's first aging in place plan (AIPP). This community-wide plan will allow the city to plan for the future while keeping in mind the needs of our senior population.

The Center for Disease Control defines aging in place as "the ability to live in one's own home and community safely, independently, and comfortably, regardless of age, income, or ability level."

The AIPP reflects the needs and ideas of members of our community and provides general direction on the city's future development. The task force's creative solutions align conceptually with portions of the city's current sustainability and climate action plan (S-CAP), the city commission's strategic goals, and the upcoming master plan and parks and recreation master plan.

I invite you to read the plan to understand further the goals and strategies the city will be exploring to ensure that we continue meeting the needs of seniors in our community. Staff will use this document as a reference for future development plans to ensure that we implement the AIPP ideas to the best of our capabilities.

Finally, I would like to thank all those involved in this effort. Countless volunteer hours were so generously given to complete this plan. In addition, we are grateful to those who responded to surveys and participated in focus topic work groups and, of course, the Senior Services | Aging in Place Task Force volunteers.

Now that the plan is complete, it is time to look at the city's development from a new perspective. As the community changes over time, we hope these conceptual ideas become a reality. This work will not only be impactful but rewarding and will ensure that Royal Oak's aging population can continue to enjoy the great amenities that the city has to offer.

Sincerely,

Paul J. Brake, ICMA-CM, CEcD City Manager



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INTRODUCTION

We're entering a time of profound and permanent change to the demographic composition of America. With a growing older population, now is the time to embark on creating a more age-friendly Royal Oak. Recognizing that aging and urbanization were major forces shaping the 21st century, the AARP created a framework for cities all over the nation to use as a resource. In 2018, the City of Royal Oak embarked on this journey to ensure that all members of the community can live by our city's motto 'Life Now Playing'. In many ways, Royal Oak, with its network of neighborhoods and proximity to services is an ideal place to live if you are an older adult. We have access to world-class health care, public transportation, beautiful parks and a vibrant downtown area. The City of Royal Oak established the Senior Services | Aging in Place Task Force to lead this effort. This group of incredible volunteers has invested countless hours to create a robust plan to ensure that Royal Oak is prepared to help members of the community enjoy this city at all stages of life. The city staff will lead the implementation of the Royal Oak Aging in Place Plan, in partnership with other relevant city agencies, nonprofit organizations, community members, and local advocates.

Royal Oak is a community of approximately 58,000 residents located in Southeastern Oakland County. Royal Oak features a healthy downtown, with active nightlife, a regional zoo and strong neighborhoods. The Leo Mahany / Harold Meininger Senior Community Center offering mature adults' opportunities for lifelong education, fitness, nutrition, leisure activities and supportive services that promote independence and quality of life for residents who are 50 and older or permanently disabled adults. Southeastern Michigan Council of Government (SEMCOG) data shows that there are over 12,000 Royal Oak residents over the age of 60 in 2020. This number is forecasted to grow significantly into the next 20 years. An estimated 34% growth in residents 65-84 is projected from 2015 to 2045 and an even larger 179% growth in the number of residents over the age 85 will require senior programs and services to scale up. Already there has been an increase in the number of seniors households 9.6% between 2010-2020 with 5.6% increase in the number of seniors living alone. 2020 census data indicates that a high number of Royal Oak residents have access to a computer in their home and internet access .

APPROXIMATELY 58,000

residents located in Southeastern Oakland County.

OVER 12,000

Royal Oak residents over the age of 60 in 2020.

ESTIMATED 34% GROWTH

in residents 65-84 is projected from 2015 to 2045.

RELATIONSHIP TO OTHER CITY PLANS

Royal Oak is in the process of updating or has recently adopted several different plans that help guide the city's efforts to ensure that life now plays in Royal Oak. Through our work we have tried to tie as many actions steps in this plan to goals identified in other city plans to help ensure that the plans work together and clearly articulate the needs of seniors. The action steps chart in appendix 2 notes when there are intersections with goals and actions steps in other plans.

- In early 2022 the City Commission adopted a new strategic plan which sets goals for staff to work toward from 2022-2025. Implementing the aging in place plan has been identified as a priority and builds on many action steps by listening to resident feedback in a variety of sources, and mediums.

In addition, many action steps identified in the aging in place plan are identified in the strategic plan.

- The sustainability and climate action plan defines the goals and steps that the city will be working toward to mitigate our impact on climate change. There are many points in which these two plans work together on goals, especially around transportation.
- Parks and recreation is working on a new parks master plan, which will likely be adopted around the time the aging in place plan is adopted. This plan will guide the development of Royal Oak's more than 50 parks throughout the community.
- Our community development team is working on the city's master plan which helps to guide the development of our community and helps to shape many of the characteristics of our built environment.

DEVELOPING ACTION PLAN

The AARP outlines a five-year process to become an age-friendly city. It begins with defining what it means to be age friendly in a specific community, assessing the current needs of the residents, planning, and implementing action towards improving the conditions, and finally evaluating success of the initiative by measuring the collective impact. In 2018, Royal Oak created the Senior Services | Aging in Place Task Force and joined the AARP's Livable Communities Network. Throughout 2019, the task force worked to collect the thoughts of Royal Oak residents and concluded this effort just prior to the start of the pandemic. In the first year of the COVID-19 pandemic, the task force was one of many boards and commissions that took a pause while the city focused on responding to emerging needs and resources. By spring 2021 the task force got back together and began the process of reviewing the progress, onboarding new members, and getting ready to start the working group meetings. 2022 has been a year of incredible progress on development of this plan, including the working groups





developing goals and actions that they would like to see be completed, and a public comment period. The plan will have a 3-year implementation timeline from 2023-2026.

UNDERSTANDING THE AGE-FRIENDLY DOMAIN FRAMEWORK

The AARP framework includes eight domains, a set of important features that make up a city, that, if adapted to accommodate an older population, ensure an environment where residents of any age can thrive. They are: housing, social participation, respect and social inclusion, civic participation and employment, communication and information, community support and health services, outdoor spaces and buildings, and transportation. The Senior Services | Aging in Place Task Force utilized this framework throughout its development to provide a structure for envisioning Royal Oak's potential. The domains do not stand alone; rather, they are interwoven with one another in multiple ways. For example, without reliable transportation an older adult may find it challenging to attend religious services, to get to their place of employment, or to participate in recreational or other activities. Together, these domains illustrate the components necessary for people to age as healthy, and engaged members of the community.

CONDUCTING THE NEEDS ASSESSMENT

The goal of the needs assessment is to determine the city's "age-friendliness" through listening and surveying the community. The Senior Services | Aging in Place Task Force committed to engaging a wide array of stakeholders in identifying and assessing Royal Oak's strengths and challenges as a city for older residents. A large, diverse group of residents ages 50+ participated in the needs assessment in a variety of ways—through public focus groups, a community survey, and special events. The results from the needs assessment process were compiled and presented in a report which is the basis for the Royal Oak's Aging in Place Plan. To develop concrete action items, the Senior Services | Aging in Place Task Force continued to engage multiple stakeholders: convening domain-specific workgroups and re-engaging the community.

CONVENING DOMAIN-SPECIFIC WORK GROUPS

The Senior Services | Aging in Place Task Force convened six domain-specific work groups, in alignment with the community engagement. These groups were made up of resident advocates, local senior service providers, and city staff. The participants had special knowledge about the domains and were likely to be tasked with implementation. The work group members were tasked with developing specific action items. It was critical to include their perspectives in the planning process, not only for their expertise, but also for their buy-in and engagement. These productive events led to the action items of the Royal Oak Aging in Place Plan.

ACTION PLANNING METHODS

Each working group focused specifically on their domain, and discussed the information that residents shared, learned about existing community programs and resources were available to better understand the challenges both by residents and those providing services. Together the working group came up with solutions that can improve resident services, and increase the opportunities to engage with residents. The recommendations were reviewed alongside our strategic plan, sustainability and climate

action plan, and the parks master plan which was under development as this plan was drafted. Staff from various departments were also consulted to review the feasibility and timing of potential work prior to public comment.

RE-ENGAGING THE COMMUNITY

In the fall of 2022 the task force wanted to do some community engagement with Royal Oak residents in order to review and finalize the plan. As a part of this effort the task force organized a process that would allow the community to participate in a variety of ways.

- In-person events – A total of two presentations and one open house in which community members were able to learn about the plan and provide comments while engagement with staff and task force members. These presentations were held at Barton Towers, Royal Oak Manor and Leo Mahany / Harold Meininger Senior Community Center.
- In person – This focused on making information regarding the plan available to residents through the Royal Oak Public Library, senior center and allowed readers to provide feedback virtually or in writing at their own pace.
- Virtually – Residents had the option to review materials online at their own pace and provide comments through a survey link.

Each of these methods provided residents the opportunity to review the draft plan, and submit their feedback on all six domains. Outreach efforts to increase awareness of the public comment period was made available through the city social media, Friday e-news blast, notices in the September and October Senior Times newsletters, flyers through Meals on Wheels, and residents using the transportation services through the senior center.





VISION, MISSION & VALUE STATEMENTS

Over the course of developing this action plan the Senior Services | Aging in Place Task Force was guided by the vision, mission and value statements.

VISION:

In age-friendly Royal Oak, people respect, support and listen to each other; they recognize the value of all generations' contributions to create a community that is inclusive, welcoming, vibrant, safe, and livable for ALL.

MISSION:

We will develop an AARP-approved plan to make Royal Oak age friendly, based on a comprehensive understanding of the community's needs and wants. It will be driven by data and expertise and implemented through collaboration, taking strategic advantage of resources and opportunities. We will monitor progress toward realization of our vision.

VALUE STATEMENTS:

Community-driven: Engage with residents throughout the process to ensure that action plans address the priorities of the community.

Integrity: We operate transparently with the highest level of professional and ethical behavior in our endeavors.

Strategy: We engage in strategic thinking that allows for efficient planning, objective data driven decisions, and nimbleness to meet community needs.

Respect and Equity: We operate justly, without discrimination, to ensure equitable access to all. We celebrate the unique attributes of individuals and treat each other with sensitivity and respect.

Collaboration: We seek to maximize impact by incorporating diverse community stakeholders' feedback, expertise, and resources.

Creativity: We encourage imaginative and innovative solutions to foster positive changes in our community.

AGE-FRIENDLY DOMAINS DEFINED

This report is organized by domains, or specific areas of city life. Here are the AARP definitions of these key domains.

HOUSING:

AARP surveys consistently find that older adults want to stay in their homes and communities for as long as possible. Doing so is possible if a house is designed or modified for aging in place and if a community includes housing options for varying life stages and bank accounts.

TRANSPORTATION:

Driving shouldn't be the only way to get around. People need affordable and reliable transportation options in their communities, both public and private.

OUTDOOR SPACES AND BUILDINGS:

People need public places to gather – indoors and out. Green spaces, safe streets, sidewalks, outdoor seating and accessible buildings (think elevators, stairs with railings, etc.) can be enjoyed by people of all ages.

COMMUNITY SUPPORT AND HEALTH SERVICES:

At some point, every person of every age gets hurt, becomes ill or simply needs some help. While it's important that care be available nearby, it's essential that residents are able to access and afford the services required.

COMMUNITY ENGAGEMENT & INCLUSION:

The task force combined three domains of respect & social inclusion social participation, civic participation and employment as there was considerable overlap in responses, resident advocates, city staff and local organizations. The group defined this as 'everyone wants to feel valued. Intergenerational activities are a great way for young and old to learn from one another, honor what each has to offer and at the same time feel good about themselves.

COMMUNICATION AND INFORMATION:

Information today is delivered in ways few could have imagined a decade ago. Age-friendly communities recognize that not everyone has a smartphone or internet access, and that information needs to be disseminated in a variety of mediums.

Domains of Livability





ORGANIZATION WITHIN DOMAINS

Led by the Senior Services | Aging in Place Task Force, in collaboration with a variety of community partners, we will take specific actions to achieve these goals and guiding principles. Action steps for each of the six domains are described in the next section of this plan. The collective “we” statements used in this action plan represent both city departments and the potential partners vital to the implementation of these action items. Each domain is organized into the following sections:

WE ENVISION...

includes overarching goal statements relative to each domain. These statements represent how Royal Oak can be shaped to be more inclusive and supportive of older residents.

WE HEARD...

describes the results of the community needs assessment process that informed the action planning process, and subsequently, the action items that are presented in this document. All quotations in this section come from Royal Oak residents through one of two primary sources: 1) comments made during one of the public listening sessions or; 2) write-in responses to one of the open-ended survey questions.

WE ARE...

outlines initiatives, programs or partnerships that the City of Royal Oak is already participating in that will encourage age-friendliness beyond the Senior Services | Aging in Place Task Force.

WE WILL...

lays out a set of recommended action items for each domain. This section includes both the broad theme of action as well as the individual steps necessary to address each theme. Following this structure, keywords related to each domain are also referenced in each domain-specific section.

PARTNERS, INDICATORS AND TIMELINE

Broad engagement by city departments and community partners is critical to the implementation of the plan. Details about potential community partners, proposed indicators of success, and timeline goals are outlined in [Appendix B](#). Some partners have been engaged already, and others will be added as the plan moves forward.

Performance indicators have been identified in general terms where possible. In some cases, performance indicators are measured in quantity; in others, it is a goal being completed. In many cases, staff may pilot programs and services to preserve resources and ensure they will make the most difference.

Estimated timelines to start projects have been included. They are described based on the year that it would begin or that we would be placing emphasis on that project. It is important to remember that these are our best estimates based on our current information regarding our resources. While we hope each goal will be implemented, the extent to which plans can be implemented depends on the community’s available resources.



OUTDOOR SPACES AND BUILDINGS

WE ENVISION...

A Royal Oak where residents of all ages, but especially seniors, can safely and equitably access and move through outdoor spaces, and public buildings and spaces.

WE HEARD...

- That seniors find safety in downtown areas to be important and an area that could use some improvement, specifically in the lighting around parking areas.
- That seniors felt it was important to have enough time to cross streets and that many felt there was not enough time and crosswalks without a signal can be challenging.
- That seniors felt there is good access to civic buildings and public spaces, but there are areas where the pavement is not smooth or there is no pavement making accessibility challenging. Benches were also needed in some areas around the community, and at bus stops where seniors might need to wait for long periods of time.
- That seniors felt like some parks had great access to equipment and walking paths not all parks had that.

WE ARE...

- The city is starting a new parks master plan and new master plan giving good opportunities for senior residents to voice their thoughts on the future of our parks, city buildings and the community as a whole.
- Adhering to current accessibility standards for a variety of mobility concerns.
- Working with TextMyGov which can help seniors report maintenance issues and concerns in our public spaces.
- Updating signal timing and crossings along Main Street, Crooks, Washington, Fourth Street, and Campbell streets. This includes signal timing for vehicles, pedestrian improvements to the crosswalk and pedestrian signals and lengthening the amount of time to cross.





WE WILL...

Goal 1.1: Work to improve accessibility to city facilities and parks.

- 1.1a Conduct focus groups made up of seniors with different levels of mobility to help identify challenges and things that could be improved to ensure access to city facilities and parks including walk audits.
- 1.1b Make walk audits a priority for projects that are updating crosswalks and other pedestrian crossings.
- 1.1c Evaluate opportunities to exceed the minimum standards for accessibility in public spaces including the parking garages/lots, public buildings, bus stops and other walkways throughout the community.
- 1.1d Provide additional seating around the downtown area, more handicap spaces in popular places as the population grows.
- 1.1e Provide additional handicap accessibility in parking garages to access the elevator and stairs including push buttons or other devices.
- 1.1f Evaluate opportunities to provide senior friendly activities and fitness equipment to our parks.

Goal 1.2: Work to enhance the pedestrian experience throughout the community.

- 1.2a Make the AARP's walk audit toolkit available to the community, especially for those asking for a change from the traffic committee. Possibly adding it to the library of things.
- 1.2b Implement Vision Zero practices to help avoid accidents between cars and people using different modes of transportation and in public spaces.
- 1.2c Building center islands and voice cross overs where needed to help seniors who might need longer to cross.
- 1.2d Develop walking routes within the community that provide an enhanced pedestrian experience with public art, playgrounds, or other pedestrian features that encourage mobility through walking, and prioritize pedestrian safety.
- 1.2e Evaluate policies that help support seniors in removing snow and ensuring access to public spaces in the winter months.



TRANSPORTATION

WE ENVISION...

A transportation system that includes accessible options for residents and visitors beyond driving alone, that is safe, convenient and is available throughout the day. An easy system to obtain information, schedules and use that is economically affordable.

WE HEARD...

- Residents are interested in an on-demand or nearly on-demand, door to door service that is easy to use, affordable, and offers assistance to the door or grocery bags.
- That our current senior transportation does not operate late enough in the afternoons which limits the times seniors can go places, may leave seniors stuck in locations, and drivers are limited in the assistance they can provide with helping residents from their door, or with groceries.
- 97% of respondents said it was important to have well lit streets, parking lots and structures, and many seniors felt unsafe in our parking structures now. Many seniors also preferred on-street parking that would help them more easily walk to their destination rather than surface lots or the parking structures which require them to walk farther to their destination.
- 95% of survey respondents said that safe crosswalks and well timed signals were important. Some seniors indicated that they needed additional time to cross the street than what the light allowed, or felt that drivers were driving too fast in areas.

WE ARE...

- The City of Royal Oak is committed to ensuring safe transportation for residents' and visitors of all ages and walks of life.
- Currently the Royal Oak senior center provides transportation as scheduled and within a radius surrounding Royal Oak. Transportation is provided by the City of Royal Oak to promote independence for residents who are aged 60+ and for permanently handicapped adults under the age of 60. Royal Oak is also planning additional measures to ensure safe transportation including well marked bicycle lanes, mid road median islands for pedestrians and EV charging stations.
- The Area Agency on Aging 1B (AAA 1B) MyRide2 provides a searchable database for a multitude of transportation options. The AAA 1B MyRide2 provides seniors and adults with disabilities with transportation options in their community at the click of a mouse or phone call. Mobility specialists can provide travel training services and driving cessation counseling.
- The SMART Bus org provides fixed routes, connector services, and ADA services within Royal Oak. SMART currently has a Flex service however it does not cover all of Royal Oak. SMART provides travel training as well as assistance in qualifying for ADA services.
- Other transportation options currently servicing Royal Oak include multiple rideshare companies, bicycle sharing companies, and non-emergent medical transportation companies.



WE WILL..

Goal 2.1: Provide opportunities that support seniors who choose to drive.

- 2.1a Increase barrier free on street parking. Be in the top 10% of cities for accessible parking or double the current number accessible parking spots. Rearrange handicap spots in parking structures to place closest to access points. Reassess on a scheduled basis to improve as needed.
- 2.1b Develop rideshare pick up/drop off locations for increased safety. The City will determine appropriate locations within the CBD to increase safety during the upcoming parking study. Collaborate with the appropriate stakeholders including the DDA and ride sharing providers. Designate an appropriate area for big vehicles (party bus, limo, etc.).
- 2.1c Increase visibility of street signage, road markings, key crossings as well as major road pedestrian crossings. Install high visibility markings with all new traffic projects. Educate the community on new traffic features upon install.
- 2.1d Provide driver fitness and occupant safety assessment. Partner with AARP for CarFit program that helps drivers adjust their cars to best suit their individual abilities. Partner with occupational/physical therapy schools for volunteers. Provide driver education for increasing awareness of cyclists/pedestrians and sharing the roadway. Partner with organizations (AAA{Roadwise Driver online course}, BCBS, etc) for safety awareness. Provide educational seminars on driving safety and cessation, as well as child car safety seat and proper fit.

Goal 2.2: Provide opportunities for seniors to use other forms of transportation depending on their needs.

- 2.2a Increase safety of bicyclists. Community education events/ provide educational displays (farmer's market, library, schools, senior buildings) for how to use bike lanes as a cyclist and a driver. Work with bicycle sharing groups for options to increase drop off locations and bicycle options. Education and safety for novice bicyclists. Partner with local bicycle shops, YMCA, Boys & Girls Club to provide education. Increase the availability of bike racks at different city facilities and spaces.
- 2.2b Increase transit options. Extend hours of operations with SMART/senior center with 1-2 buses to evening hours. Include evening and weekend hours/events. Different solutions rather than buses similar to Flex program. Increase SMART FLEX - Encourage city and SMART to expand the FLEX program. Encourage zip cars/car sharing with locations. Increase electric charging stations/ encourage increased electric vehicle use. Increase amenities for riders at bus stops including shelters and seats.
- 2.2c Increase communication/ accessibility/ information of transit options. Include information on community options such as SMART or MyRide2. Provide physical locations such as library, senior center, farmers market, senior buildings, schools for information.



INFORMATION AND COMMUNICATION

WE ENVISION...

That residents will have the opportunity to be informed through multiple channels about the relevant services and activities available to them.

WE HEARD...

- The Southeast Michigan Council of Governments reports that 95.3% of regional households have a computer. 90.5% have an internet broadband subscription. Royal Oak is slightly higher than averages for both Oakland County and southeastern Michigan. Yet the Area Agency on Aging 1B reports that one in three Oakland County seniors is digitally illiterate. That number will decline as today's adept 40-50-year-old age.
- Survey respondents said information about services and resources to help them age in place was not easy to find. They said information about events and activities was easier to find.
- People still appreciate "low tech" options. A few participants said that they would like to be able to call a phone number to listen to a recorded message for information or, better yet, speak with a human. The one consensus on how people like to receive information is that they want to receive postal mail. When using mail to gather survey results, response rate is about 40 percent.
- We don't know how many Royal Oak residents want to be connected but need equipment, technical assistance or training to achieve it.
- Accurate and timely information isn't centralized.

WE ARE...

There are 20 or more publications, channels and locations where Royal Oak seniors and others can get information about available services. There are a number of places to "push" information, but such messages may not register when they're not timely or relevant. We saw a greater need for people to "pull" information at the exact time they need it.

WE WILL...

3.1 Foster digital literacy through a variety of platforms.

3.1a Create, foster and anticipate social media connections.

3.1b Expand computer training

3.1c Provide people in need with phones and/or other digital assistant devices

3.2 The level, frequency and sources of information meet seniors' expectations.

- 3.2a Establish a central source (website) for all information, with timely and accurate information provided by service providers and establish process to hold them accountable.
- 3.2b Have an excellent search function.
- 3.2c Do a benchmark study to understand how we are meeting the needs of seniors in our communication. Repeat this survey every other year.

3.3 Speak and listen to people at all levels of their ability through the media and channels they prefer.

- 3.3a Identify seniors who live independently and who are disconnected, through such things as lack of technology, physical limitations, or language barriers, but who have at least a phone.
- 3.3b Make sure that community engagement reaches all types of seniors from the active/digitally literate to the isolated homebound to those in between. Give people a phone number residents can call for information and help them sign up for civic-ready notifications. (311 type service)
- 3.3c Use informal human networks to disseminate information. (neighbors, caregivers, places of worship, senior center employees)
- 3.3d Send one annual mailer to every Royal Oak household with the information for 311, civic ready and other basic information and promote the information through other media (ex: Insight, e-news)
- 3.3e Find what you want in three clicks.
- 3.3f Make the website easier for seniors to use. Create navigation based on categories of people and what they want versus organizing around departments. Ensure it is ADA compliant.



HOUSING

WE ENVISION...

a city that identifies opportunities, ideas, and direction for a diversity of housing solutions for seniors to remain and age in the Royal Oak community.

WE HEARD...

- We heard from 697 respondents to our community surveys and 135 participants in our seven focus groups conducted from April 2019 through January 2020 with 67% of them were in the over 60 age group.
- Ninety-two percent of the respondents say they currently live in single family detached housing. In order to safely “age in place,” 64% believe they need to make modifications to their homes. Such modifications include adding grab bars, handrails, and non-slip tiles. The next most popular modification was to add/relocate a bedroom, bathroom and/or laundry on the first floor of their current home.

- Eighty-three percent of our respondents said that trustworthy and affordable home repair contractors were very important. Seventy-five percent of respondents stated a need for home maintenance support is very or somewhat important to them and 64% stated that seasonal services like leaf removal and snow removal for low- and moderate-income older adults as well as for older adults of any income.
- Overall, the responses from the focus groups expressed aspirations for more single floor housing options, without stairs, that are affordable or exclusive senior or senior assisted living options.

WE ARE...

- Per SEMCOG data, Royal Oak has approximately 31,000 housing units with about 71% being single family homes.
- Our research found that housing units in Royal Oak dedicated to low to medium income Seniors were only about 450 units at Barton Towers and the Royal Oak Manor Co-Ops and about 147 units of market-rate senior units at the Villages of Royal Oak. All three of these facilities are heavily “wait listed.”
- Since the majority of our seniors currently live in single family homes, Royal Oak offers several programs through the senior center or the planning department. These programs are the ROSES program for minor chores both inside or outside the home and the Home Rehab program for loans to make major modifications to facilitate “aging in place.” Both of these programs are designated for low to medium income seniors and are funded through Community Development Block Grant. Both programs have been unable to meet the demand through either the lack of qualified and willing volunteers or the lack of verified contractors to perform the necessary modifications at reasonable prices.

“I WOULD LIKE TO STAY IN ROYAL OAK BUT I DON’T SEE ENOUGH HOUSING FOR SENIORS. Most of the new buildings being built are very large and not for one or two people. New apartments for Seniors with elevators and balconies that are affordable would be wonderful.”

WE WILL...

Goal 4.1: Meet the needs of Royal Oak’s growing senior population by providing an additional full-time position to connect seniors with programs and services.

- 4.1a Increase outreach to local churches, businesses, schools, service groups to support volunteerism to our senior community for seasonal tasks like leaf raking, snow shoveling/plowing, spring yard clean ups (i.e., Earth Day, Arbor Day, etc.)
- 4.1b Better maintenance of both print and online senior friendly resources and contractors previously used for minor home tasks (i.e., grab bars, handrails, etc.)
- 4.1c Maintain current lists of contractors previously used and vetted for home modifications that might be more expensive or don’t meet the criteria of CDBGs that support moderate to low-income seniors (i.e., relocating bedrooms and laundry facilities to main floors, bathroom modifications and opening doors to be ADA compliant, etc.)
- 4.1d Support current staff for the ROSES. and Home ReHab program with outreach to Royal Oak seniors.

Goal 4.2: The city shall provide easily accessible resources on available “age-friendly” housing in the city:

- 4.2a Identify and maintain connections to “affordable” senior residences such as the 450 existing units in Barton Towers and Royal Oak Manor as well as the “age restricted” market-rate 147 units at the Villages of Royal Oak.
- 4.2b Develop and maintain connections to other “market-rate” rentals, condominiums, and single-family ownership opportunities in the city that meet “age friendly” design elements such as “zero-entry”, single floor living with elevators if in multi-story buildings.

Goal 4.3: Meet Royal Oak seniors desire to “age in place” by facilitating the development of “affordable” senior and “market-rate” senior housing.

- 4.3a The City of Royal Oak should aggressively market to developers as development sites become available for additional “affordable” or “market rate” senior housing. To support these activities; we feel the city should include areas of the city that fit an “age friendly” senior housing location, close to central city and commercial services, and examine areas of the city where zoning could be created specifically to allow creation of ADUs, carriage houses, or “mother-in-law” apartments for use by aging family members as a part of the review and deliberation in the upcoming master plan update.
- 4.3b Identifying underutilized city owned land or land available for strategic acquisition.
- 4.3c Making that land available to private and non-profit developers through an request for proposals process for redevelopment as senior or senior friendly housing
- 4.3d Work with successful developers to rezone property to facilitate redevelopment to meet future senior or senior-friendly housing.



COMMUNITY ENGAGEMENT AND INCLUSION

WE ENVISION...

A Royal Oak that has an infrastructure designed to gather the community and offers activities, civic engagement, and volunteer opportunities that will be accessible, inclusive, intergenerational, affordable and honors the contributions of all ages. Where older residents are involved with making decisions in both public and private sectors, and are regularly consulted by city leaders and elected officials.

WE HEARD...

- Only 35% said they spend time with family, friends or neighbors in Royal Oak several times each week.
- Fifty-seven percent said a range of employment/volunteer opportunities is very Important
Volunteering is an important and fulfilling way to stay involved with and connected to the community.

- Sixty-three percent said opportunities to participate in decision-making in community organizations, local government, and employment are very important or somewhat important. This includes representation of seniors on local commissions and boards, as well as other forms of civic engagement.
- Social connections and loneliness were the top three biggest concerns of survey respondents for the future.
- Accessing the numerous activities offered locally is challenging. Thirty-six percent through forty-three percent say they don't currently participate in social activities due to finding out too late or events aren't scheduled at convenient times. Additionally events aren't targeted towards seniors, and most events are in downtown Royal Oak where parking is difficult and costly.
- While opportunities exist for seniors to participate in Royal Oak in a multitude of ways, the connections are missing for them to find opportunities and connect with each other.
- The need for social inclusion, along with feeling respected and wanting to feel as though we belong.
- An expressed desire for more intergenerational activities and neighborhood interactions.
- The themes of improved communication, improved and accessible outdoor spaces, and improved transportation and parking would lead to an increase in engagement and inclusion.

“I WOULD LIKE TO SEE A QUALITY COMMUNITY CENTER WITH ACTIVITIES FOR ALL AGES and excellent equipment and facilities that would bring everyone from the community together in one place.”





WE ARE...

- Providing activities and programs at the senior center and the Royal Oak Public Library (either in-person or virtual) which engage people in their mental, social, and emotional well-being.
- Connecting people to community-led organizations and volunteer opportunities through the Inter-Club Council.
- Providing opportunities to participate in local government through appointments to city boards and commissions.

WE WILL...

Goal 5.1: Create and promote a network of social engagement opportunities for multiple generations.

- 5.1a Develop and offer a variety of neighborhood “block party” options, including: block party in a bag” starter kit; a schedule of food trucks visiting neighborhoods; and “neighborhood party in the park” events at local parks.
- 5.1b Develop one-on-one connections for seniors to stay linked to people in the community. This includes: self-enrolling in a “Neighbor to Neighbor” program to connect with another person in your neighborhood on a regular basis; “Community Check-in” program, which is a voluntary directory of people who wish to be called or are willing to call to check on seniors and to make referrals to outside agencies as needed; developing a Royal Oak human library, connecting curious community members with seniors who have expertise or information in an area of interest; and reinvigorating neighborhood associations.
- 5.1c Work with local businesses and city departments to host social events specifically for seniors, such as: open mic night at a coffeehouse; and games nights at the senior center.
- 5.1d Seniors and other active community members sponsoring programs an assisted living facility. An example is planning holiday events/gift exchange/similar to adopt-a-family programs. Decorating facility for the seasons (spirit committee).

Goal 5.2: Promote inclusive programs and services for older adults.

- 5.2a Developing a “Royal Oak expert” series of videos to post on the city’s website, celebrate community residents’ talents by sharing their best stories, tips, tricks, and insights into living in our city.
- 5.2b Work with local education institutions to develop lifelong learning opportunities for seniors (e.g. audit classes at OCC, OU, WSU, etc.).
- 5.2c Promote events that are diverse and inclusive. Ideas include: city events based on nationally celebrated cultures and traditions. (Reference Chase’s Calendar of Events book for a comprehensive list of these celebrations and include a senior month - month long celebration of our seniors.) May is currently designated nationally as older Americans month.

Goal 5.3: Enhance and promote volunteer opportunities for older adults.

- 5.3a Centralize opportunities by working with city departments. Identify critical positions where volunteers could be utilized and use the city's job portal to allow for people to apply for volunteer positions. Incentive and acknowledgement for participation (i.e. free parking, downtown dollars, discount at local business, free services, reduction in property taxes, etc.)
- 5.3b As part of 5.3a enlist volunteers to participate in the activities listed, which connect neighbors to neighbors.
- 5.3c Develop a program where people with certified, trained therapy animals meet with older adults in a park, at the library or in other community spaces.

Goal 5.4: Ensure the perspectives and needs of older adults and their caregivers are included when developing city plans and policies.

- 5.4a Develop a recruitment program to ensure representation.
- 5.4b Describe the process for creating the plan and the role of the participant.
- 5.4c Reach out to the community resources (i.e. Area Agency on Aging, Meals on Wheels, case managers, etc.) that work directly with these populations to see what the needs or how to help recruit for these positions.
- 5.4d Develop an equitable engagement guide to help reach people where they are.
- 5.4e Advocate with the state legislature to change laws allowing more access to virtual/hybrid meetings for boards & commissions.
- 5.4f Commission, mayor, and boards host open forum events to collect feedback and hear from public outside public comment at monthly meeting; host at senior centers; host virtually.



HEALTH AND COMMUNITY SUPPORT SERVICES

WE ENVISION...

a Royal Oak that promotes a successful, healthy, and meaningful life by acknowledging the diverse health related needs of residents and provides access to community resources, tools for a healthy lifestyle, and support for individuals aging in place.

WE HEARD...

- ROSES program, which supports seniors with common household chores, does not have enough volunteers, and that pay is very low, so the program cannot meet demand of our residents who need assistance.
- Many seniors do not understand Medicare benefits.
- Difficult to find appropriate, safe location to discharge older patients that have dementia. Families

often cannot provide enough care and cannot afford in-home nursing care.

- Need for centralized resource to help connect seniors to services, programs, resources.
- There are transportation services, though some are very expensive for people with more need for assistance. People who need services may not be aware of them.
- There is a lot that is available, but there is a lack of awareness of what is available
- Seniors get their information in many different ways and there are different types of seniors (go-gos, slow-gos, no-gos).

WE ARE...

- ROSES program offers assistance with chores to seniors
- PACE offers programs for people who are Medicaid-eligible or who pay a premium if not Medicaid eligible. Example day for someone who uses PACE: Participant arrives at center via PACE van, have breakfast, lunch, therapy, some take home frozen meals, may see a specialist, dentist, audiologist, durable medical equipment, medication, dialysis, home visits- very robust benefits compared to traditional Medicare (DME)- strong team approach
- New Henry Ford Health System center will offer primary care and many specialist services. No gerontologist on site, but easy access through other HFHS facilities. HFHS is interested in working with the City of Royal Oak and other community partners to meet needs of residents.
- There is inadequate number of handicap parking spaces in the city.
- Tytocare (through HFHS) can open up opportunities for telemedicine since many seniors have difficulty with transportation to appointments.
- Public Safety Departments has a robust response plan to put into place to respond to emergency situations.
- Senior center provides many different programs and transportation to help people get to the center (e.g., exercise classes, cooking classes, tax preparation help).



WE WILL...

Goal 6.1 Ensure there is a facility able to serve a variety of programs and services for people of all ages, but also has a commitment to serve seniors.

6.1a Develop a large comprehensive community center with significant programming for seniors (e.g. pools, accessible exercise classes, meal programs) with access to physical activity (OPC and Troy Community Center can be models) and outdoor spaces. This center can also serve other age groups for multi-generational interaction, but a commitment must be made to offer services to seniors and to ensure it is accessible.

Goal 6.2 Supporting seniors through resources and programs.

6.2a Create and maintain a centralized bank of resources available to seniors. This should be available as a hard copy and in an online, electronic format. Have a person designated to help connect older adults to resources. Partnerships with local universities may help (e.g., student interns to help create/maintain the database) This person can have a rotating location, including the library, senior center, Salter Center, Royal Oak Manor, Barton Towers, etc. This person would also be responsible to monitor resident success and satisfaction with these services to identify barriers and gaps over time.

6.2b Develop partnerships with Royal Oak schools, local universities, youth programs, churches to develop a workforce of young people to help provide volunteer (or paid labor) for ROSES to provide minor home maintenance, lawn care, snow shoveling. This can also provide an opportunity for cross-generation interactions in the city.



- 
- 6.2d Hold an ongoing series of lunch-and-learns in partnership with relevant organizations. These can be held at the senior center, HFHS, and/or the library. They can be in collaboration with other organizations that provide services to seniors, including PACE, Dementia Friends, SAFE, HFHS, Beaumont.
- 6.2e Bring resources available regionally closer to Royal Oak residents, as examples: Create system for Royal Oak Farmers Market (and stores, if possible) to accept Double-Bucks (public assistance dollars have double value for fruits and vegetables) or Project Fresh vouchers. Dementia Friends provide training to first responders and others who interact with the public in Royal Oak. Reinstate meal program at senior center (partnership with local community colleges, trade schools, universities may help with this).
- 6.2f Initiate cross-sector collaborations to enhance access to physical activity and other resources, such as partnering with the YMCA to give seniors access to pools, exercise class, Silver Sneakers program.

Goal 6.3: Provide a dedicated senior service millage to ensure services can be provided for the growing population.

- 6.3a Propose a senior services millage to fund more comprehensive senior services to fund: comprehensive senior center, staffing including maintaining a resource database, in-home services, additional transportation for seniors, and meals.

¹ <https://semcog.org/data-and-maps/community-profiles/communities=2240>

² <https://www.census.gov/quickfacts/fact/table/US/PST045221?>



THANK YOU

The Senior Services | Aging in Place Task Force would like to extend our appreciation to those who helped us throughout this process. All of the participants of the focus groups and the community survey. We also appreciate all of the representatives from different organizations who came to present to our working groups on the work that they do and how we might partner more.

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- Kyle DuBuc, city commissioner
- Monica Hunt, city commissioner
- Brandon Kolo, city commissioner
- Melanie Macey, mayor pro tem
- Patricia Paruch, city commissioner

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- Paul Webb
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APPENDIX 1: ACRONYMS GUIDE

BCBS – Blue Cross Blue Shield Association

CMO – City Manager’s Office

CFA – Commission for the Arts

CDBG – Community Development Block Grant (federal funding)

DDA – Downtown Development Authority

DPS – Department of Public Services

GIS – Geographic Information System

HFHS – Henry Ford Health System

OPC – Older Persons’ Commission of Rochester

ROSES – Royal Oak Senior Essential Services

APPENDIX 2: GOAL CHARTS

Outdoor Spaces and Buildings				
Goal 1.1: Work to improve accessibility to city facilities and parks.				
		IMPLEMENTATION TIME	POTENTIAL PARTNERS	CONNECTION TO OTHER CITY PLANS
1.1a	Conduct focus groups made up of seniors with different levels of mobility to help identify challenges and things that could be improved to ensure access to city facilities and parks including walk audits.	Years 1-3	Engineering, DPS	Strategic Plan: Welcome, Engaged Livable Community- Maintaining exceptional system of parks. Vibrant Local Economy -incorporating resident feedback. S-CAP 5.3.1
1.1b	Make walk audits a priority for projects that are updating crosswalks and other pedestrian crossings.	Year 2-3	Engineering, DPS	Strategic Plan: Vibrant Local Economy -incorporating resident feedback.
1.1c	Evaluate opportunities to exceed the minimum standards for accessibility in public spaces including the parking garages/lots, public buildings, bus stops and other walkways throughout the community.	Years 1-3	Engineering, DPS	Strategic Plan: Vibrant Local Economy - incorporating resident feedback.
1.1d	Provide additional seating around the downtown area, more handicap spaces in popular places as the population grows.	Years 2-3	Engineering	Strategic Plan: Vibrant Local Economy -incorporating resident feedback.
1.1e	Provide additional handicap accessibility in parking garages to access the elevator and stairs including push buttons or other devices.	Years 1-3	Economic Development, Police - Parking	Strategic Plan: Vibrant Local Economy -incorporating resident feedback.
1.1f	Evaluate opportunities to provide senior friendly activities and fitness equipment to our parks.	Years 1-3	Recreation	Strategic Plan: Welcome, Engaged Livable Community- Maintaining exceptional system of parks.

APPENDIX 2: GOAL CHARTS

Safe, Healthy & Just City – Provide access to programs and spaces to promote health.				
Goal 1.2 Work to enhance the pedestrian experience throughout the community.				
		IMPLEMENTATION TIME	POTENTIAL PARTNERS	CONNECTION TO OTHER CITY PLANS
1.2a	Make the AARP's Walk Audit Toolkit available to the community, especially for those asking for a change from the traffic committee. Possibly adding it to the library of things.	Year 1	Library	Strategic Plan: Vibrant Local Economy -incorporating resident feedback.
1.2b	Implement vision zero practices to help avoid accidents between cars and people using different modes of transportation and in spaces.	Years 1-3	Engineering	Strategic Plan: Reliable Infrastructure – Investing in green infrastructure. S-CAP goal 2.3.4
1.2c	Building center islands and voice cross overs where needed to help seniors who might need longer to cross.	Years 1-3	Engineering	
1.2d	Develop walking routes within the community that provide an enhanced pedestrian experience with public art, playgrounds, or other pedestrian features that encourage mobility through walking, and prioritize pedestrian safety.	Year 3	Recreation, CFA, GIS	Strategic Plan: Safe, Healthy & Just City – Provide access to programs and spaces to promote health.
1.2e	Evaluate policies that help support seniors in removing snow and ensuring access to public spaces in the winter months.	Year 1	CMO, Senior Center, Facilities Management	S-CAP Goal 2.4.1

APPENDIX 2: GOAL CHARTS

Transportation				
Goal 2.1: Provide opportunities that support seniors who choose to drive.				
		IMPLEMENTATION TIME	POTENTIAL PARTNERS	CONNECTION TO OTHER CITY PLANS
2.1a	Increase barrier free on street parking. Be in the top 10% of cities for accessible parking or double the current number accessible parking spots. Rearrange handicap spots in parking structures to place closest to access points. Reassess on a scheduled basis to improve as needed.	Year 1 - 3	Engineering	
2.1b	Develop rideshare pick up/drop off locations for increased safety. The City will determine appropriate locations within the CBD to increase safety during the upcoming parking study. Collaborate with the appropriate stakeholders including the DDA and ride sharing providers. Designate an appropriate area for big vehicles (party bus, limo, etc.).	Year 2- 3	Engineering	S-CAP goal 2.5.3
2.1c	Increase visibility of street signage, road markings, key crossings as well as major road pedestrian crossings. Install high visibility markings with all new traffic projects. Educate the community on new traffic features upon install.	Year 2-3	Engineering	Strategic Plan: Reliable Infrastructure- Invest in green infrastructure.
2.1d	Provide driver fitness and occupant safety assessment. Partner with AARP for CarFit program that helps drivers adjust their cars to best suit their individual abilities. Partner with occupational/ physical therapy schools for volunteers. Provide driver education for increasing awareness of cyclists/pedestrians and sharing the roadway. Partner with organizations (AAA{Roadwise Driver online course}, BCBS, etc) for safety awareness. Provide educational seminars on driving safety and cessation, as well as child car safety seat and proper fit.	Year 2-3	AAA1B, Senior Center, Library, Fire station	

APPENDIX 2: GOAL CHARTS

Goal 2.2: Provide opportunities for seniors to use other forms of transportation depending on their needs.				
		IMPLEMENTATION TIME	POTENTIAL PARTNERS	CONNECTION TO OTHER CITY PLANS
2.2a	Increase safety of bicyclists. Community education events/ provide educational displays (farmer's market, library, schools, senior buildings) for how to use bike lanes as a cyclist and a driver. Work with bicycle sharing groups for options to increase drop off locations and bicycle options. Education and safety for novice bicyclists. Partner with local bicycle shops, YMCA, Boys & Girls to provide education. Increase the availability of bike racks at different city facilities and spaces.	Year 1-3	Facilities Management, Community Engagement, local bike shops	S-CAP goal 2.1.4; 2.1.1; 2.1.2; 2.1.5; 2.1.6; 2.1.7
2.2b	Increase transit options. Extend hours of operations with SMART/Senior Center with 1-2 buses to evening hours. Include evening and weekend hours/events. Different solutions rather than buses similar to Flex program. Increase SMART FLEX - Encourage city and SMART to expand the FLEX program. Encourage zip cars/car sharing with locations. Increase electric charging stations/encourage increased electric vehicle use. Increase amenities for riders at bus stops including shelters and seats.	Year 2-3	Senior Center	S-CAP goal 2.2.2; 2.2.3; 2.2.6; 2.2.7
2.2c	Increase communication/ accessibility/ information of transit options. Improve website to make more user friendly with advanced search options to allow increased specificity. Include information on community options such as SMART or MyRide2. Provide physical locations such as library, senior center, farmers market, senior buildings, schools for information.	Year 2-3	Community Engagement, AAA1B, Senior Center, Farmers Market, Library	S-CAP goal 2.2.2; 2.2.6; 2.2.7

APPENDIX 2: GOAL CHARTS

Information and Communication				
Goal 3.1 Foster digital literacy through a variety of platforms.				
		IMPLEMENTATION TIME	POTENTIAL PARTNERS	CONNECTION TO OTHER CITY PLANS
3.1a	Create, foster and anticipate social media connections.	Year 1	Community Engagement, Recreation, Commission for the Arts, any city social media account managers	S-CAP goal 6.3.1; 6.3.2
3.1b	Expand computer training	Year 1	Senior Center, Library	
3.1c	Provide people in need with phones and/or other digital assistant devices	Year 2	Senior Center, partnership with county	
3.2 The level, frequency and sources of information meet seniors' expectations.				
3.2a	Establish a central source (website) for all information, with timely and accurate information provided by service providers and establish process to hold them accountable.	Year 3	All departments	Strategic Plan: Welcome, Engaged and Livable Community S-CAP goal 6.3.1
3.2b	Have an excellent search function.	Year 3	Community Engagement	
3.2c	Do a benchmark study to understand how we are meeting the needs of seniors in our communication. Repeat this survey every other year.	Years 1 and 3	Community Engagement	

APPENDIX 2: GOAL CHARTS

3.3 Speak and listen to people at all levels of their ability through the media and channels they prefer.

3.3a	Identify seniors who live independently and who are disconnected, through such things as lack of technology, physical limitations, or language barriers, but who have at least a phone.	Year 1	Senior Center, Library, Community Engagement	
3.3b	Make sure that community engagement reaches all types of seniors from the active/digitally literate to the isolated homebound to those in between. Give people a phone number residents can call for information and help them sign up for civic-ready notifications. (311 type service)	Year 2	Community Engagement, Potential New Service	
3.3c	Use informal human networks to disseminate information. (neighbors, caregivers, places of worship, senior center employees)	Year 1	Senior Center, Community Engagement	Strategic Plan: Welcome, Engaged and Livable Community – social engagement, civic pride, and community loyalty.
3.3d	Send one annual mailer to every Royal Oak household with the information for 311, civic ready and other basic information and promote the information through other media (ex: Insight, e-news)	Year 1	Community Engagement	S-CAP goal 6.3.2
3.3e	Find what you want in 3 clicks.	Year 3	Community Engagement and all departments.	
3.3f	Make the website easier for seniors to use. Create navigation based on categories of people and what they want versus organizing around departments. Ensure it is ADA compliant.	Year 3	All departments	Strategic Plan: Welcome, Engaged and Livable Community – Eliminate language and cultural barriers.

APPENDIX 2: GOAL CHARTS

Housing

Goal 4.1: Meet the needs of Royal Oak's growing senior population by providing an additional full-time position to connect seniors with programs and services.

		IMPLEMENTATION TIME	POTENTIAL PARTNERS	CONNECTION TO OTHER CITY PLANS
4.1a	Increase outreach to local churches, businesses, schools, service groups to support volunteerism to our senior community for seasonal tasks like leaf raking, snow shoveling/plowing, spring yard clean ups (i.e., Earth Day, Arbor Day, etc.)	Year 1	Senior Center	Strategic Plan: Welcome, Engaged and Livable Community -Opportunities for volunteerism and participation.
4.1b	Better maintenance of both print and online senior friendly resources and contractors previously used for minor home tasks (i.e., grab bars, handrails, etc.)	Year 2	Senior Center	
4.1c	Maintain current lists of contractors previously used and vetted for home modifications that might be more expensive or don't meet the criteria of CDBGs that support moderate to low-income seniors (i.e., relocating bedrooms and laundry facilities to main floors, bathroom modifications and opening doors to be ADA compliant, etc.)	Year 2	Senior Center	
4.1d	Support current staff for the ROSES. and Home ReHab program with outreach to Royal Oak seniors.	Year 1	Senior Center	Strategic Plan: Welcome, Engaged and Livable Community -Opportunities for volunteerism and participation.

Goal 4.2: The city shall provide easily accessible resources on available "age-friendly" housing in the city:

4.2a	Identify and maintain connections to "affordable" senior residences such as the 450 existing units in Barton Towers and Royal Oak Manor as well as the "age restricted" market-rate 147 units at the Villages of Royal Oak.	Year 1		Strategic Plan: Welcome, Engaged and Livable Community - Anyone can find a quality home that fits their needs.
4.2b	Develop and maintain connections to other "market-rate" rentals, condominiums, and single-family ownership opportunities in the city that meet "age friendly" design elements such as "zero-entry", single floor living with elevators if in multi-story buildings.	Year 2		Strategic Plan: Welcome, Engaged and Livable Community - Anyone can find a quality home that fits their needs.

APPENDIX 2: GOAL CHARTS

Goal 4.3: Meet Royal Oak seniors desire to “age in place” by facilitating the development of “affordable” senior and “market-rate” senior housing.

		IMPLEMENTATION TIME	POTENTIAL PARTNERS	CONNECTION TO OTHER CITY PLANS
4.3a	The City of Royal Oak should aggressively market to developers as development sites become available for additional “affordable” or “market rate” senior housing. To support these activities; we feel the city should include areas of the city that fit an “age friendly” senior housing location, close to central city and commercial services, and examine areas of the city where zoning could be created specifically to allow creation of ADUs, carriage houses, or “mother-in-law” apartments for use by aging family members as a part of the review and deliberation in the upcoming master plan update.	Year 2	Planning, Economic Development	Strategic Plan: Welcome, Engaged and Livable Community – Anyone can find a quality home that fits their needs. S-CAP 6.4.1; 6.4.2

Goal 4.3: Meet Royal Oak seniors desire to “age in place” by facilitating the development of “affordable” senior and “market-rate” senior housing. (Continued)

4.3b	Identifying underutilized city owned land or land available for strategic acquisition.	Year 1	Planning, Economic Development	Strategic Plan: Welcome, Engaged and Livable Community – Anyone can find a quality home that fits their needs.
4.3c	Making that land available to private and non-profit developers through an request for proposals process for redevelopment as senior or senior friendly housing	Year 2	Planning, Economic Development	Strategic Plan: Welcome, Engaged and Livable Community – Anyone can find a quality home that fits their needs.
4.3d	Work with successful developers to rezone property to facilitate redevelopment to meet future senior or senior-friendly housing.	Year 2	Planning	Strategic Plan: Welcome, Engaged and Livable Community – Anyone can find a quality home that fits their needs. S-CAP goal 6.4.2

APPENDIX 2: GOAL CHARTS

Community Engagement and Inclusion

Goal 5.1: Create and promote a network of social engagement opportunities for multiple generations.

		IMPLEMENTATION TIME	POTENTIAL PARTNERS	CONNECTION TO OTHER CITY PLANS
5.1a	Develop and offer a variety of neighborhood “block party” options, including: block party in a bag” starter kit; a schedule of food trucks visiting neighborhoods; and “neighborhood party in the park” events at local parks.	Year 1	Community Engagement, Library	Strategic Plan: Welcome, Engaged and Livable Community – Social engagement, civic pride, and community loyalty. S-CAP goal 6.2.2
5.1b	Develop one-on-one connections for seniors to stay linked to people in the community. This includes: self-enrolling in a “Neighbor to Neighbor” program to connect with another person in your neighborhood on a regular basis; “Community Check-in” program, which is a voluntary directory of people who wish to be called or are willing to call to check on seniors and to make referrals to outside agencies as needed; developing a Royal Oak human library, connecting curious community members with seniors who have expertise or information in an area of interest; and reinvigorating neighborhood associations.	Year 2	Senior Center	S-CAP goal 6.2.2
5.1c	Work with local businesses and city departments to host social events specifically for seniors, such as: open mic night at a coffeehouse; and games nights at the senior center.	Year 2	Senior Center	
5.1d	Go-Gos and other active community members sponsoring an assisted living facility. An example is planning holiday events/gift exchange/similar to adopt-a-family programs. Decorating facility for the seasons (spirit committee).	Year 3	Senior Center, partnership with local senior housing	

APPENDIX 2: GOAL CHARTS

Goal 5.2: Promote inclusive programs and services for older adults.

		IMPLEMENTATION TIME	POTENTIAL PARTNERS	CONNECTION TO OTHER CITY PLANS
5.2a	Developing a “Royal Oak expert” series of videos to post on the city’s website, celebrate community residents’ talents by sharing their best stories, tips, tricks, and insights into living in our city.	Years 1-3	WROK, Senior Center, Community Engagement	
5.2b	Work with local education institutions to develop lifelong learning opportunities for seniors (e.g. audit classes at OCC, OU, WSU, etc.).	Year 1	Senior Center Partnership	S-CAP goal 6.5.1
5.2c	Promote events that are diverse and inclusive. Ideas include: City events based on nationally celebrated cultures and traditions. (Reference Chase’s Calendar of Events book for a comprehensive list of these celebrations and include a senior month - month long celebration of our seniors.) May is currently designated nationally as older Americans month. https://acl.gov/oam/2022/older-americans-month-2022	Years 1-3	Community Engagement, Human Rights Commission, and Library	Strategic Plan: Welcome, Engaged, Livable community – AN inclusive community for residents, visitors and workforce.

Goal 5.3: Enhance and promote volunteer opportunities for older adults.

5.3a	Centralize opportunities by working with city departments. Identify critical positions where volunteers could be utilized and use the city’s job portal to allow for people to apply for volunteer positions. Incentive and acknowledgement for participation (i.e. free parking, downtown dollars, discount at local business, free services, reduction in property taxes, etc.)	Year 2	Senior Center, Library	Strategic Plan: Welcome, Engaged and Livable Community – Opportunities for volunteerism.
5.3b	As part of 5.3a enlist volunteers to participate in the activities listed, which connect neighbors to neighbors.	Year 2	Human Resources, Senior Center, Library	Strategic Plan: Welcome, Engaged and Livable Community – Opportunities for volunteerism.
5.3c	Develop a program where people with certified, trained therapy animals meet with older adults in a park, at the Library or in other community spaces.	Year 1-3	Library and Senior Center	

APPENDIX 2: GOAL CHARTS

Goal 5.4: Ensure the perspectives and needs of older adults and their caregivers are included when developing city plans and policies.

		IMPLEMENTATION TIME	POTENTIAL PARTNERS	CONNECTION TO OTHER CITY PLANS
5.4a	Develop a recruitment program to ensure representation.	Year 1	Community Engagement and department making the plan.	Strategic Plan: Vibrant Economy - Incorporating resident and visitor feedback. S-CAP goal 6.3.5
5.4b	Describe the process for creating the plan and the role of the participant.	Year 1	Community Engagement and department making the plan.	
5.4c	Reach out to the community resources (i.e. Area Agency on Aging, Meals on Wheels, case managers, etc.) that work directly with these populations to see what the needs or how to help recruit for these positions.	Year 1	Community Engagement and department making the plan.	
5.4d	Develop an equitable engagement guide to help reach people where they are.	Year 2	Community Engagement, and Human Rights Commission	
5.4e	Lobby to host virtual/hybrid meetings for boards & commissions.	Years 1-3	City Commission	
5.4f	Commission, mayor, and boards host open forum events to collect feedback and hear from public outside public comment at monthly meeting; host at senior centers; host virtually.	Year 2	City Commission, Community Engagement	Strategic Plan: Welcome, Engaged and Livable Community - Social engagement, civic pride and community loyalty. S-CAP 6.3.6

APPENDIX 2: GOAL CHARTS

Health and Community Support Services

Goal 6.1 Ensure there is a facility able to serve a variety of programs and services for people of all ages, but also has a commitment to serve seniors.

		IMPLEMENTATION TIME	POTENTIAL PARTNERS	CONNECTION TO OTHER CITY PLANS
6.1a	Develop a large comprehensive community center with significant programming for seniors (e.g., pools, accessible exercise classes, meal programs) with access to physical activity (OPC and Troy Community Centers can be models) and outdoor spaces. This center can also serve other age groups for multi-generational interaction, but a commitment must be made to offer services to seniors and to ensure it is accessible.	5 years	Economic Development/ CMO	Strategic Plan: Welcome, engaged and livable community – city maintains exceptional system of parks and public spaces.

Goal 6.2 Supporting seniors through resources and programs.

6.2a	Create and maintain a centralized bank of resources available to seniors. This should be available as a hard copy and in an online, electronic format. Have a person designated to help connect older adults to resources. Partnerships with local universities may help (e.g., student interns to help create/maintain the database) This person can have a rotating location, including the library, senior center, Salter Center, Royal Oak Manor, Barton Towers, etc. This person would also be responsible to monitor resident success and satisfaction with these services to identify barriers and gaps over time.	Year 1	Senior Center	
6.2b	Develop partnerships with Royal Oak schools, local universities, youth programs, churches to develop a workforce of young people to help provide volunteer (or paid labor) for ROSES. to provide minor home maintenance, lawn care, snow shoveling. This can also provide an opportunity for cross-generation interactions in the city.	Start Immediately	Senior Center	S-CAP goal 6.5.1
6.2c	Hold an ongoing series of lunch-and-learns in partnership with relevant organizations. These can be held at the senior center, HFHS, and/or the library. They can be in collaboration with other organizations that provide services to seniors, including PACE, Dementia Friends, SAFE, HFHS, Beaumont.	Start within 6 months	Senior Center, Library	S-CAP goal 6.1.1

APPENDIX 2: GOAL CHARTS

		IMPLEMENTATION TIME	POTENTIAL PARTNERS	CONNECTION TO OTHER CITY PLANS
6.2d	Bring resources available regionally closer to Royal Oak residents, as examples: Create system for Royal Oak Farmers Market (and stores, if possible) to accept Double-Bucks (public assistance dollars have double value for fruits and vegetables) or Project Fresh vouchers. Dementia Friends provide training to first responders and others who interact with the public in Royal Oak. Reinstate meal program at senior center (partnership with local community colleges, trade schools, universities may help with this)	Start within 6 months	Farmers Market, Human Resources, Senior Center	
6.2e	Initiate cross-sector collaborations to enhance access to physical activity and other resources, such as partnering with the YMCA to give seniors access to pools, exercise class, Silver Sneakers program.	Initiate collaborations within 1 year.	Recreation	
Goal 6.3: Provide a dedicated senior service millage to ensure services can be provided for the growing population.				
6.3a	Propose a senior services millage to fund more comprehensive senior services to fund: Comprehensive senior center, staffing including maintaining a resource database, in-home services, additional transportation for seniors, and meals.	3 years	CMO	