



**Mansfield Downtown Partnership  
Board of Directors  
April 7, 2022  
Mansfield Town Hall  
Town Council Chambers**

**4:30 PM**

**DRAFT Minutes**

Present: Brian Coleman, Mario Conjura, Steve Ferrigno, Frank Gifford, Prabhas KC, Toni Moran, Kyle Muncy, Sean Vasington, Emily Wicks (by phone), and Cara Workman

Absent: Ryan Aylesworth

Staff: Cynthia van Zelm, Executive Director; Joshua Stern, Administrative Assistant

**1. Call to Order – Introduction of new Administrative Assistant Josh Stern**

President Kyle Muncy called the meeting to order at 4:44 pm.

New Administrative Assistant Joshua Stern and Board members introduced themselves.

**2. Opportunity for Public to Comment**

There was no public comment.

**3. Approval of Minutes of March 3, 2022**

Steve Ferrigno made a motion to approve the March 3, 2022 minutes. Mario Conjura seconded the motion. The motion passed unanimously.

**4. Executive Director Report**

Cynthia van Zelm said the application for Downtown Storrs New Business of the Year was attached to an email sent to the Board, and that nominations must be in from Board members by April 30.

Ms. van Zelm also mentioned the upcoming second installment in the UConn webinar series, which will take place Wednesday, April 26 from 7:30 – 8:30 am. In response to a question from Mr. Ferrigno, Cara Workman said the sessions are recorded and can be shared.

Ms. van Zelm said the restaurants that participated in Mansfield-Willi Restaurant Week were surveyed, and their responses to the event ranged from very good to excellent. Ms. van Zelm, Senior Communications Manager Kathleen Paterson, and Town Communications Specialist Margaret Chatey held a debrief with the Thread City Development team and the owner of Stone Row Kitchen + Bar. It was decided to begin meetings for next year's Restaurant Week in early October, and to aim to expand the event for next year.

Mr. Conjura asked if any recurring themes emerged from the survey and the debrief. Ms. van Zelm said Toni Moran had suggested that local restaurants with a limited number of locations, such as Oriental Cafe, should be invited to participate next year.

Sean Vasington asked if anyone was considering expanding Restaurant Week to three weeks, possibly including Valentine's Day. Ms. van Zelm said the goal of the event was to increase traffic to restaurants at times when they might not otherwise receive as much business, and that many people already frequent restaurants on Valentine's Day. She will bring up the possibility of adding a third week.

Ms. Workman said the Restaurant Week website was difficult to navigate; it took too many clicks to access the menus posted on the site. Ms. Moran added that the restaurants did not always have the menu options that the website promised. Ms. van Zelm said it was a challenge to get some restaurants to submit their menus on time. Mr. Ferrigno said Brian Coleman's reviews of the restaurants on social media contributed to publicity, and suggested that all Board members should review at least one of the participating restaurants. Mr. Coleman said some of the restaurants did not have posters advertising Restaurant Week, and that local TV news coverage of the event did not focus enough on the participating restaurants in Mansfield.

Ms. van Zelm said Event Coordinator Denise Kegler has been organizing events for Poetry Month. The E.O. Smith Drama Club will perform selections from an original musical on April 14, and UConn's Poetic Release Club, E.O. Smith's Poetry Club, and students from Jonathan Trumbull Library will perform original material on April 30. Ms. Kegler has also organized a Poetry Stroll featuring ten stops around the Downtown. In addition, the Husky Hour Student Showcase will feature performances from the UConn Rock Ensemble on April 13, and the University Ballet, the Encore Dance Team, and A Minor on April 20. Ms. Kegler is still trying to book performers for April 27.

Ms. van Zelm said the John E. Jackman Tour de Mansfield will take place on June 4. This year, Joshua's Trust has partnered to give participants the option of exploring the Gurleyville Grist Mill 17 miles into the tour.

## **5. Review and Approval of FY22-23 Budget**

Mr. Coleman recused himself from this vote. Ms. Moran moved to approve the FY22-23 budget and reminded the Board that a second is not necessary for this item as it is being reported out of a committee.

Ms. Moran outlined the changes in the budget, including a 2.5% increase in staff wages and an increase in Town/UConn contribution from \$150,000 to \$160,000 each. She added that LAZ will be waiving parking fees for staff. Ms. van Zelm said funding for consultant Streetsense for work on the Downtown Storrs Strategic Action Plan was paid for out of fund balance, thus the anticipated FY21-22 deficit. The fund balance remains strong at approximately \$350,000.

The motion passed unanimously. Mr. Coleman returned to the meeting at 5:08.

## **6. Downtown Storrs Strategic Action Plan Working Groups Outline**

Ms. van Zelm reviewed draft principles for the working groups. Larisa Ortiz, Managing Director of Streetsense, will check in every three months, including on April 28 and at the May 5 Board meeting. The goal is for Tier 1 strategies to be complete by the end of August.

Ms. Workman suggested regular check-ins on the Strategic Action Plan, possibly outside the regular Board meetings. Mr. Muncy thought this was possible, and/or 30-40 minutes can be carved out in a regular Board meeting if there is a light agenda.

Ms. Workman asked about metrics to measure the effectiveness of each strategy. Ms. van Zelm said the original implementation matrix from Streetsense includes key performance indicators.

Ms. Workman mentioned that UConn is developing a strategic plan and is convening today to discuss it.

## **7. Report from Committees/Working Groups**

### Celebrate Mansfield Festival

Chair Emily Wicks said the Celebrate Mansfield Committee met in March. Since Rosh Hashanah begins on September 25, it was decided to move the Festival to its rain location at E.O. Smith High School on the outdoor rain date of September 24. She said the Committee will aim to increase the number of crafters at the Festival, and that the goal is to use washable plates and utensils to cut down on waste. Mr. Coleman offered to volunteer at the Festival.

### Executive

No updates were given from the Executive Committee as Ms. van Zelm's evaluation would be conducted later in the meeting.

### Finance and Growth

Chair Moran said the Finance and Growth Committee will meet next week to discuss the work of the Sustainable Funding working group.

### Working Groups

Mr. Muncy said he, Ms. Moran, and Mr. Gifford are working on long-term funding as members of the Sustainable Funding working group.

Mr. Ferrigno agreed to chair the Property Owner/Business Owner Engagement working group.

Mr. Vasington said the Public Spaces/Promotion working group met Monday, April 4 and created a silent brainstorming PowerPoint. The group will meet twice a month, with its next meeting scheduled for April 26.

### Governance Committee

Mr. Gifford said the Governance Committee met March 28 to prepare for the June 1 annual meeting. He said the Committee received a large pool of applicants for the UConn student representative position.

Mr. Gifford moved to amend the Partnership's bylaws as outlined in the attached amendments.

Mr. Gifford said the changes to the bylaws include making the President a permanent member of the Governance Committee and clarifying officer duties.

Ms. Workman asked if adding more than one student representative to the Board, possibly including a high school student, had been discussed. Mr. Vasington suggested changing the student representative description to a more general student, not specifically a UConn student. He thinks allowing multiple UConn students and/or an E.O. Smith student would send a strong message. Prabhas KC said many people are happy that a student voice is represented on the Board, and that being a representative would be a good opportunity for an E.O. Smith or UConn student. He said another option would be to onboard students more gradually through the committees and working groups, each of which fulfills a more specific niche. Mr. Gifford added that the Governance Committee received a high response to their advertisement for the student representative position.

Ms. Workman made a friendly amendment to the bylaws: "Two Directors shall be students, one of whom shall be enrolled at the University of Connecticut's Storrs campus." Mr. Gifford accepted the friendly amendment. *The amended bylaws are attached to the minutes.*

The motion passed unanimously.

Ms. Moran made a motion to go into Executive Session according to CGS Section 1-200 (6) (A) for the purpose of conducting Ms. van Zelm's annual performance evaluation. Mr. Gifford seconded the motion. The motion was unanimously approved. The Committee went into Executive Session at 5:45.

#### **8. Executive Session – Personnel in accordance with CGS §1-200 (6) (A)**

Present: Board members: Mr. Coleman, Mr. Conjura, Mr. Ferrigno, Mr. Gifford, Mr. KC, Ms. Moran, Mr. Muncy, Mr. Vasington, Ms. Wicks (by phone), and Ms. Workman

Partnership staff: Ms. van Zelm

The Board came out of Executive Session at 5:58.

#### **9. Correspondence and Communications**

No correspondence or communications were discussed.

#### **10. Adjourn**

Ms. Moran moved to adjourn. Mr. Ferrigno seconded. The motion passed unanimously.

The meeting adjourned at 5:58 PM.

**April 7, 2022 – Approved by Mansfield Downtown Partnership Board of Directors**

BYLAWS  
Of  
MANSFIELD DOWNTOWN PARTNERSHIP, INC.

These Bylaws are in accordance with the Certificate of Incorporation of the Mansfield Downtown Partnership, Inc., a not-for-profit corporation incorporated under the laws of the State of Connecticut (hereinafter the “Partnership”). These Bylaws establish the governing structure for the Partnership. The Certificate of Incorporation shall take precedence in any conflict between these Bylaws and the Certificate of Incorporation.

ARTICLE I

PRINCIPAL OFFICE AND REGISTERED AGENT

Section 1. Principal Office. The principal office of the Mansfield Downtown Partnership shall be at 23 Royce Circle, Town of Mansfield, Connecticut or such other location as the Board of Directors may approve from time to time. Except such books as may be kept by the Town of Mansfield at Mansfield Town Hall, books and records of the Partnership shall be accessible from the Principal Office.

Section 2. Other Offices. The Partnership may change its Principal Office, or establish additional offices, within the Town of Mansfield upon resolution duly adopted by the Board of Directors of the Partnership.

Section 3. Registered Agent. The Partnership shall have and continuously maintain a registered office in the State of Connecticut, which may be identical with the Principal Office, and the Board of Directors of the Partnership shall appoint and continuously maintain a registered agent for service of process who shall have either a business or residential address in the Town of Mansfield, or be a Connecticut corporation.

## ARTICLE II

### PURPOSES

The Mansfield Downtown Partnership is a not-for-profit corporation organized to operate exclusively for charitable and educational purposes within the meaning of Section 501 (c) (3) of the Internal Revenue Code of 1986 (or corresponding provision of any future United States Internal Revenue law) and, more specifically as referenced in the Mansfield Downtown Partnership's Articles of Incorporation.

## ARTICLE III

### MEMBERS

Section 1. Members. Membership in the Partnership shall consist of eligible individuals, organizations, and businesses that have paid annual dues for the pertinent calendar year.

Section 2. Membership Eligibility. Members must either reside in the Town of Mansfield, pay taxes to the Town of Mansfield, own or operate a business in the Town of Mansfield, own residential or business property in the Town of Mansfield, be an employee of a Mansfield-located business, or be affiliated with the University of Connecticut as a student, alumnus, or current or former faculty or staff. Membership is open to persons of any race, color, gender, sexual orientation, national origin, ethnicity, or religion. An eligible individual, organization, or business may become a member by filing an application in such form as the Board of Directors shall prescribe, and subject to the payments of such dues as the Partnership may establish pursuant to Article III, Section 3.

Section 3. Membership categories and dues. The Board of Directors may from time to time create or abolish categories of membership in the Partnership, and set the respective annual dues for each category (or dues and the manner of their payment for a lifetime member category), provided no change in the categories of membership or in the dues for any category shall take effect until the change is ratified by a majority of the members present and voting at a special meeting of the members duly called for the purpose of such ratification or at an Annual Meeting.

Section 4. Friends. The Partnership has the authority to create a category of Friends of the Partnership which is open to individuals, organizations, and businesses. Friends are not subject to the same eligibility requirements as members. Friends have no voting privileges.

Section 5. Resignation. Any member may resign from membership in the Partnership upon giving written notice thereof to the Secretary of the Partnership. Members who resign from membership shall not be entitled to any refund of dues paid.

Section 6. Voting Rights. All individual members and one designated representative of each member organization or business have the right to vote at the Annual Meeting and special membership meetings, provided that an organization or business cannot give a second vote to an

individual member.

Section 7. Cancellation of Membership. Failure to pay dues within thirty days following receipt of a written notice that sixty days have passed since dues were payable, will result in cancellation of membership.

Section 8. Responsibility for Debts. Members of the Partnership shall have no responsibility, as members, for any debts, obligations, or liabilities of the Partnership.

## ARTICLE IV

### MEETINGS OF MEMBERS

Section 1. Annual Meeting. The Annual Meeting of the members of the Partnership for the election of Directors, to review the activities of the Partnership, to receive reports, and for the transaction of other such business as may properly come before such meeting shall be held in June of each fiscal year. The agenda for the Annual Meeting shall consist of the reports of officers and committees, the election of Directors and such other business as the Board of Directors may decide appropriate. Members of the Partnership may have items for discussion and/or actions placed on the agenda by submitting a written petition signed by no fewer than ten members of the Partnership fifteen days prior to the Annual Meeting. Failure to hold an Annual Meeting as herein prescribed shall not affect otherwise valid Partnership acts. In the event of such failure, a substitute Annual Meeting may be called in the same manner as a special meeting.

Section 2. Special Meetings. Special meetings of the membership may be called at any time by the President with the approval of three other members of the Executive Committee. A special meeting of the membership may also be called by a written petition of no less than twenty percent of the members entitled to vote. The petition must be presented to the Secretary and must identify the specific items to be addressed at the special meeting of the membership.

Section 3. Date, Time, and Place, of Meetings. Each meeting of the members of the Partnership shall be held in Mansfield, at such location, date and time established by the President and specified in the notice of the meeting.

Section 4. Notice of Meetings. Notice of the Annual Meeting and special meetings of the membership shall be mailed to each member, addressed to such member's residence or usual place of business, not less than twelve nor more than thirty days before the day on which the meeting is to be held, or sent by facsimile or electronic mail to such address or delivered to such member personally, not later than ten days before the day on which the meeting is to be held. Notice will also be placed on the Partnership's website not later than twelve days before the day on which the meeting is to be held and may also be sent to a local newspaper. Each such notice shall state the purpose or purposes of the meeting, the date, time and place of such meeting, and by whose order it was called. If a Bylaw change is to be acted upon, the proposed action must be described in the notice of the meeting. Notwithstanding the foregoing, the notice of a meeting, at which a Board of Directors approved Bylaws amendment is to be acted upon, may be included

with the written notice and copy of the Bylaws amendment required to be mailed to each member at least 45 days in advance of such meeting under Article XVII below, and no further notice of such meeting shall be required.

Section 5. Quorum. The presence, in person, at any meeting of the members of not less than 25 of the members entitled to vote shall be necessary and sufficient to constitute a quorum for the transaction of business.

Section 6. Organization. At each meeting of the members, the President of the Board of Directors, or, in the case of the President's absence, the Vice President, shall act as Chairperson thereof. The Secretary, or, in the case of the Secretary's absence, the person whom the Chairperson of the meeting shall appoint as Secretary of the meeting, shall act as such.

Section 7. Voting. Unless otherwise required by law, each member present, in accordance with Article III, Section 6 hereof, shall be entitled to cast one vote on the matters of the election of the Board of Directors, amendments to the Bylaws, and modifications to annual dues. At each meeting of the members, all matters shall be decided by affirmative vote of the majority of the members present at such meeting in person, except those matters which are otherwise expressly regulated by law or by any other Section hereof.

Section 8. Minutes of Meetings. The Secretary shall keep regular minutes of membership proceedings and such minutes shall be placed in the minute book for the Partnership, at the Principal Office.

## ARTICLE V

### BOARD OF DIRECTORS

Section 1. General Authority. The Board of Directors of the Partnership shall manage, supervise, and control the business, property, and affairs of the Partnership. The Board shall be vested with the powers possessed by the Partnership itself, including the powers to determine the policies of the Partnership and prosecute its objects and purposes, to appoint and remunerate agents and employees, to disburse the funds of the Partnership, and to adopt such rules and regulations for the conduct of its business, responsibility, and authority as shall be deemed advisable, insofar as such delegation of authority is not inconsistent with or repugnant to the Certificate of Incorporation or Bylaws of the Partnership, in their present form or as they may be amended, or to any applicable law.

Section 2. Number of Directors. The Board of Directors of the Partnership shall consist of up to sixteen members as described in this section. Up to three directors may be appointed by the President of the University of Connecticut. Up to three directors may be appointed by the Town Council of Mansfield, Connecticut. Up to six directors may be elected by the Partnership members. Two directors shall be ex officio with full voting powers, the Mayor of the Town of Mansfield (or the Mayor's designee); and the President of the University of Connecticut (or the President's designee in addition to the President's appointed Directors). Two Directors shall



be students, one of whom shall be an enrolled student at the University of Connecticut's Storrs campus (undergraduate or graduate, full-time or part-time) nominated by the Governance Committee (see Article VI, Sec. 4) and appointed by the Board of Directors. The Partnership may, by amendment to these Bylaws, either increase or decrease the number of Directors. Directors will continue to serve out their term until completed regardless of the increase or decrease in the number and category of Directors.

Section 3. Qualifications of Directors. All Directors shall be at least 18 years old and individual members of the Partnership in good standing.

Section 4. Term of Office. Each Director's term shall be three years, except that ex officio Directors' terms shall only end when they leave their respective offices and the term of the University of Connecticut student Director shall be one year from the date of appointment by the Board of Directors pursuant to Section 2 of this Article V. With the exception of ex officio Directors and the University of Connecticut student Director, Directors' terms of office shall be staggered so that one third of the terms expire each year. In addition to any shorter terms, no Director elected by the members may serve more than two consecutive three-year terms.

Section 5. Determination of Directors. The directorships shall be divided into three classes in accordance with Article V, Section 4 hereof so that one-third of such directorships are filled each year at the Annual Meeting of the members.

Section 6. Emeritus Board Members. The Board of Directors shall have the authority to appoint and designate any incumbent, deceased or former Director, nominated by the Governance Committee, who has made an exceptional contribution to the progress and welfare of the Partnership, and has served with distinction and devotion as a Director for six (6) years or more, as Director Emeritus. The term of office for a Director Emeritus shall begin at the termination of any incumbency, and shall be in perpetuity unless such Director Emeritus shall resign or be removed in the same manner as resignation or removal of a Director pursuant to the Bylaws.

A Director Emeritus shall not be entitled to vote with the Board of Directors, but shall otherwise receive all notices and communications directed to the full Board of Directors, shall be entitled to attend meetings and participate fully in any discussions at such meetings. A Director Emeritus may be appointed to any Standing Committee or other committee established by the Board of Directors as a regular committee member, under all of the terms and conditions established by the Bylaws for such committees, with full voting rights therein, but may not act as chairperson of such committee. A Director Emeritus may not participate in Board or committee Executive Sessions, unless the Director Emeritus is invited to such Session by the Chair of the Board or such committee.

Section 7. Resignation. Any Director may resign at any time by delivering a written resignation to the President. Such resignation shall take effect at the time specified therein, or, if no time is specified, at the time of acceptance thereof as determined by the President or Board of Directors.

Section 8. Removal. Directors, who have been elected by the members, may be removed by a

two-thirds vote of the members entitled to vote for the election of any such director at any regular or special meeting of the members at which a quorum is present. With the exception of the ex-officio members, Directors who have been appointed pursuant to Article V, Section 2 may be removed by a two-thirds vote of the Directors at any regular or special meeting of the Board of Directors at which a quorum is present. No Director may be removed except for cause, which shall be limited to: (1) violation of these Bylaws, (2) engaging in any other conduct prejudicial to the best interests of the Partnership, (3) failure to comply with the Conflict of Interest Policy (Exhibit A), or (4) failure to attend four or more consecutive meetings of either the Board of Directors or of any Partnership committee of which the Director is a member. Such removal may occur only if the Director involved is first provided (1) with adequate notice of the charges against him or her in the form of a written statement from the President of such charges and of the time and place of the meeting of the membership or Board of Directors, as appropriate, scheduled for the purpose of hearing or considering such action, sent by certified or registered mail to the last known address of such Director, or by delivery in person to the personal residence or place of business of such Director, and (2) an opportunity to appear before the membership or Board of Directors, as appropriate, or forward a written statement thereto in presentation of any defense of such charges, no sooner than thirty days after the sending of such notice. In these regards, the membership or Board of Directors, as appropriate, shall act on the basis of reasonable and consistent criteria, always with the objective of advancing the best interest of the Partnership.

Section 9. Vacancies. Any vacancy in the office of Director elected by the membership shall be filled by the Board of Directors until the next Annual Meeting, when the vacancy shall be filled by the membership for the remainder of the term of the Director vacating office. Any vacancy in the office of appointed Director shall be filled by the authority who or which appointed the Director vacating office.

Section 10. Regular Meetings. Regular meetings of the Board of Directors for the transaction of such business as may properly come before it may be held each month on such days and at such places as shall be designated by the President, or, in the President's absence, by the Vice President or, in the absence of the Vice President, by the Treasurer.

Section 11. Special Meetings. Special meetings of the Board of Directors may be called by the President or by a majority of the Directors then in office, and shall be held at such time, day, and place as is designated in the notice of the meeting.

Section 12. Notice. Notice of each meeting of the Board of Directors shall be mailed to each Director, addressed to such Director at the Director's residence or usual place of business, not less than seven or more than twenty days before the day on which the meeting is to be held, or given orally or by facsimile or by electronic mail to such address or delivered to such Director personally, not later than five days before the day on which the meeting is to be held. Notice will also be placed on the Partnership's website not later than five days before the day on which the meeting is to be held and may also be sent to the local newspaper. Each such notice shall state the purpose or purposes of the meeting, the time, date, and place of such meeting, and by whose order it was called.

Section 13. Quorum. At any meeting of the Board of Directors, the presence in person of a majority of the Board then in office shall be necessary and sufficient to constitute a quorum for the transaction of business; provided, however, that any such quorum shall include the President or the Vice President or the Treasurer. A Director or member of a committee of the Board of Directors may participate in a meeting of the Board of Directors or of such committee by means of a conference telephone or similar communication equipment enabling all Directors participating in the meeting to hear one another, and participation in such a meeting shall constitute presence in person at such meeting. If less than such number of Directors is present at such meeting, a majority of the Directors present may adjourn the meeting without further notice. In the absence of a quorum, any action taken shall be advisory only, but may become valid if subsequently confirmed by a majority vote, in conformance with the quorum requirements, of the Board of Directors.

Section 14. Organization. At each meeting of the Board of Directors, the President shall act as Chairperson thereof, or, in the case of the President's absence, the Vice President, or, in the case of the Vice President's absence, the Treasurer. If the Secretary is absent or unable to serve as Secretary of the Meeting, the Chairperson shall appoint an acting Secretary of the meeting.

Section 15. Voting. At all meetings of the Board of Directors, except as at the time otherwise expressly required by law, or by any other section hereof, all matters shall be decided by the vote of a majority of the Directors present at the meeting. The members of the Board of Directors shall act only as a Board and the individual members thereof shall have no power as such.

Section 16. Executive Session. The Board of Directors and any of its committees may meet in executive session on any matters for the discussion of which executive sessions are permitted by the Connecticut Freedom of Information Act, Conn. Gen. Stat. Chapter 14. Any actions taken, resolutions adopted, or contracts committed following an executive session shall be reported in the minutes of the related or subsequent meeting, and each Director's vote, if any, shall be included.

Section 17. Annual Reports. The Board of Directors shall present at each Annual Meeting of the members of the Partnership such reports as at the time may be required by law.

Section 18. Minutes of Meetings. The Secretary shall keep regular minutes of Board of Directors proceedings and such minutes shall be placed in the minute book for the Partnership at the Principal Office.

## ARTICLE VI

### COMMITTEES

#### Section 1. Executive Committee.

(a) **Composition.** There shall be an Executive Committee of the Board of Directors, the membership of which shall not exceed eight in number. Five of the members of the Executive Committee shall be the Partnership's President, Vice President, Treasurer and Secretary, and the Chair of the Finance and Growth Committee, ex officio. If the Mayor of the Town of Mansfield is not one of the five ex officio members of the Executive Committee, the Mayor shall be entitled to appoint one member of the Executive Committee (who may be the Mayor himself or herself) to serve at the pleasure of the Mayor. If the President of the University of Connecticut is not one of the five ex officio members of the Executive Committee, the President shall be entitled to appoint one member of the Executive Committee (who may be the President himself or herself) to serve at the pleasure of the President. There shall be one member-at-large, who shall be nominated by the President and approved by the Board of Directors. If at any time the foregoing provisions of this section do not fill all eight seats on the Executive Committee, any vacancy shall be filled by the Board of Directors.

(b) **Powers.** During the intervals between meetings of the Board of Directors, the Executive Committee shall possess and may exercise all the powers of the Board of Directors, other than the power to add to, amend or repeal these Bylaws or any other powers withheld from the Executive Committee by specific resolution of the Board of Directors; provided, however, that no action of the Executive Committee shall be effective if disapproved by the Board of Directors. The Executive Committee shall have the power to fill any vacancy in its own number, but any Director so chosen shall serve as a member of the Executive Committee only until the next meeting of the Board of Directors. The Executive Committee may establish its own rules of procedure, but shall meet at the request of the President or any three other members of the Executive Committee.

(c) **Quorum; voting.** At every meeting of the Executive Committee, the presence of not less than five of its members shall be necessary to constitute a quorum for the transaction of business. All matters coming before the Executive Committee shall be decided by the affirmative vote of a majority of Executive Committee members present (including by telephone as provided in Article V, Sec. 13).

**Section 2. Standing Committees.** The Partnership shall have a Finance and Growth Committee, and a Governance Committee. The Board of Directors may establish other committees as needed. All committees shall consist of not less than three members, and no more than twelve members, who shall be members of the Partnership but need not be members of the Board of Directors. The chairperson of each committee shall be a member of the Board of Directors and shall be responsible for directing and coordinating the affairs of the committee. The chairperson, and the other members of a committee, shall be nominated by the Governance Committee with the approval of the Board of Directors. The terms of the committees shall be for one year

commencing at the time of the annual membership meeting. The rules of procedure of such committees shall be determined from time to time by the respective committees. Any committee member may be removed by the Board of Directors in accordance with the procedures for removing one of the Directors in Article V, Section 8 hereof and all such committees shall be subject to these Bylaws, including provisions dealing with notice of meeting and voting thereof.

Section 3. Finance and Growth Committee. The Finance and Growth Committee's duties shall include the following, and such other duties as may be assigned to it by the Board of Directors:

- Develop/monitor annual budget
- Develop multi-year budget projections
- Review and update financial policies on a regular basis
- Monitor fund balance investment and allocation
- Determine staff structure to align with priorities/resources

Section 4. Governance Committee. The Governance Committee's duties shall include the following, and such other duties as may be assigned it by the Board of Directors:

- Nominate, orient, evaluate, and engage Board members
- Nominate, orient, evaluate, and engage committee members
- Monitor the charges and work of committees, task forces, other Board appointed groups
- Review Bylaws periodically to reflect changes in practice

Section 5. Other Committees and Board Appointed Groups. The Board of Directors may establish other committees, task forces, advisory boards, and councils, which shall have such powers and the members of which shall hold office for such periods as the Board of Directors from time to time may determine. Each committee, task force, advisory board, and council shall consist of a Chairperson nominated by the Governance Committee with the approval of the Board of Directors. For the purposes of a quorum, a majority of committee, task force, advisory board, or council members must be present. The rules of procedure of such committees, task forces, advisory boards, and councils shall be determined from time to time by the respective committees, task forces, advisory boards, and councils. Any such committee, task force, advisory board, or council may be abolished if it is determined by a vote of the Board of Directors that it is no longer needed, but no individual member may be removed except in accordance with the procedures for removing one of the Directors in Article V, Section 8 hereof, and all such committees, advisory boards, and councils shall be subject to these Bylaws and shall follow the same provisions for the notice of meetings as those regarding the Board of Directors in Article V, Section 12 hereof.

Section 6. Meeting Notes of Meetings. Each committee, task force, advisory board, or council shall keep regular meeting notes of the Committee proceedings and such meeting notes shall be placed in the committee, task force, advisory board, or council meeting notes book for the Partnership, at the Principal Office.

## ARTICLE VII

### OFFICERS

Section 1. Titles and Qualifications. The officers of the Partnership shall include a President, a Vice President, a Secretary, and a Treasurer. The officers of the Partnership shall be Directors of the Board.

Section 2. Election of Officers. The officers of the Partnership shall be elected by the Directors of the Partnership at the meeting of the Board of Directors immediately following the Annual Meeting of the members of the Partnership. Upon the admission of a written petition signed by no less than five Directors, the elections of the officers shall be conducted by a secret ballot.

Section 3. Term of Office. The officers of the Partnership shall be elected for a one-year term or until their successors shall have been elected and shall qualify, or until such officer's death, resignation, or removal.

Section 4. Subordinate Officers. The President may appoint, with the approval of the Board of Directors, such other officers as the President may deem advisable, including one or more Assistant Secretaries and one or more Assistant Treasurers, each of whom shall hold office for such period, have such authority, and perform such duties as the President from time to time may determine. Subordinate officers must be members of the Board of Directors. The terms of Subordinate Officers shall not exceed the term of the President who appointed the subordinate officer.

Section 5. Resignations. Any officer may resign at any time by delivering a written resignation to the President. (If the President resigns, the resignation shall be given to the Secretary.) Such resignation shall take effect at the time specified therein, or, if no time is specified, at the time of acceptance thereof as determined by the President or, if the President resigns, Board of Directors.

Section 6. Removal. Any officer may be removed from such office by a two-thirds vote of the Directors at any regular or special meeting of the Board of Directors at which a quorum is present, for (1) violation of these Bylaws or (2) engaging in any other conduct prejudicial to the best interests of the Partnership. Such removal may occur only if the officer involved is first provided (1) with adequate notice of the charges against him or her in the form of a written statement of such charges and of the time and place of the meeting of the Board of Directors scheduled for the purpose of hearing or considering such action, sent by certified or registered mail to the last known address of such officer, or by delivery in person to the personal residence or place of business of such officer, and (2) an opportunity to appear before the Board of Directors or forward a written statement thereto in presentation of any defense of such charges, no sooner than thirty days after the sending of such notice. In these regards, the Board of Directors shall act on the basis of reasonable and consistent criteria, always with the objective of advancing the best interest of the Partnership.

Section 7. Vacancies. Any vacancy in an office may be filled for the unexpired portion of the term by the Board of Directors, or, in the case of subordinate officers, by the President or by any committee, officer, or agent to whom the power to fill such vacancy has been delegated pursuant to the provisions of Article VII, Section 4 hereof. In the event of a vacancy in the office of President, the Vice President shall serve as interim President until such time as the Board of Directors either fills the vacancy for the unexpired portion of the term as aforesaid, or appoints another interim President to serve until the vacancy is filled.

Section 8. President. The President of the Partnership shall have all powers and shall perform all duties commonly incident to and vested in the office of president of a corporation, including but not limited to being the chief executive officer of the Partnership in the case of absence, or vacancy in the office, of the Partnership's Executive Director. The President shall have the following specific powers and duties:

- (a) prepare the agenda for all regular and special meetings of the Directors and membership in the case of absence or vacancy in the office of the Partnership's Executive Director;
- (b) present the annual report to the membership at the Annual Meeting;
- (c) may serve as a spokesperson and public representative of the Partnership;
- (d) serve as chairperson of the Executive Committee;
- (e) serve as a member of the Governance Committee;
- (f) serve as member, ex officio, without vote, of all standing and special committees of the Partnership, except for the Governance Committee of which the President serves as a full member; and
- (g) perform such other duties as the Board of Directors may from time to time assign.

Section 9. Vice President. The Vice President of the Partnership shall perform all duties incumbent upon the President during the absence or disability of the President and shall perform such other duties as the Board of Directors and the President may from time to time assign.

Section 10. Secretary. The Secretary shall be the custodian of all records and documents of the Partnership. Together with such other Director(s) or staff designated by the Board, the Secretary may be required to provide general oversight of employees and agents of the Partnership who shall:

- (a) notify in writing all individuals, organizations, and businesses of their acceptance as members in the Partnership and shall record their membership in the records;
- (b) keep a record which shall contain the names and addresses of the members and Directors of the Partnership and all committee, advisory board, task force, and council members;
- (c) keep the minutes of all regular and special meetings of the Board of Directors and membership;
- (d) prepare and distribute notice of meetings and agenda;
- (e) retain reports of all committees, task forces, advisory boards, and councils;
- (f) file all reports required by State of Connecticut and federal regulations; and
- (g) in general, perform all other duties, not inconsistent with these Bylaws, as are incident to

the office of Secretary, or as may be determined by the Board of Directors or the President.

Section 11. Treasurer. The Treasurer shall have general responsibility for overseeing the financial affairs of the Partnership. Together with such other Director(s) or staff designated by the Board, the Treasurer may be required to provide general oversight of employees and agents of the Partnership who shall:

- (a) punctually and regularly maintain books of the Partnership providing a complete, correct and current account of the Partnership's finances;
- (b) render a statement of account(s) to the Board of Directors at such times as may be requested; and
- (c) exhibit the books of accounts of the Partnership and all securities, vouchers, papers, and documents of the Partnership to any member or designee of the Board of Directors upon request;
- (d) assuring that expenditures comply with the annual budget and appropriations as approved by the Board of Directors;
- (e) obtaining an annual audit conducted by a certified public accountant;
- (f) assuring that all reports and payments required by law are properly filed; and
- (g) signing all checks and contracts on behalf of the Partnership.

Section 12. Bonding. The Board of Directors may require the Treasurer to provide a bond for the faithful discharge of the Treasurer's duties in such sum and form and with such surety as the Board of Directors may determine. The cost of such bond shall be borne by the Partnership.

## ARTICLE VIII

### EXECUTIVE DIRECTOR

At its discretion, the Board of Directors may hire an Executive Director to serve as the chief executive officer of the Partnership. The Executive Director shall submit regular reports to the Board on the operations of the Partnership. The Board shall approve the Executive Director's job description, determine his or her compensation, and shall review his or her performance on an annual basis. The duties of the Executive Director shall include, but not be limited to managing all administrative operations; responsibility for the development, execution, and coordination of programs and project activities; participate in Board meetings without the right to vote; and representing the Partnership regionally and nationally as appropriate.

## ARTICLE IX

### DEPOSITS, CHECKS, LOANS, CONTRACTS

Section 1. Deposit of Funds. All funds of the Partnership not otherwise employed shall be deposited in such banks, trust companies, or other depositories as the Board of Directors may determine.

Section 2. Checks. All checks, drafts, endorsements, notes, and evidences of indebtedness of



the Partnership shall be signed by such officer or officers or agent or agents of the Partnership and in such manner as the Board of Directors may determine. Endorsements for deposits to the credit of the Partnership shall be made in such manner as the Board of Directors may determine.

Section 3. Loans. No loans or advances shall be contracted on behalf of the Partnership, and no note or other evidenced of indebtedness shall be issued in its name, unless and except upon the affirmative vote of two-thirds of the number of Directors then in office. Any such authorization may be general or confined to specific instances, and may include authorization to pledge, as security for loans or advances so authorized, any and all securities and other personal property at any time held by the Partnership.

Section 4. Contracts. The President, or Vice President, or Treasurer, subject to the approval of the Board of Directors (or Executive Committee, if appropriate), may enter into any contract or execute and deliver any instrument in the name and on behalf of the Partnership. The Board of Directors may authorize any officer or officers, or agent or agents, to enter into any contract or execute and deliver any instrument in the name and on behalf of the Partnership, and such authorization may be general or confined to specific instances.

## ARTICLE X

### PURCHASE, SALE, MORTGAGE, OR LEASE OF REAL PROPERTY

No purchase, sale, mortgage, or lease of real property shall be made by the Partnership except upon the affirmative vote of two-thirds of the number of Directors then in office at a meeting the notice of which includes the proposed action.

## ARTICLE XI

### DIRECTORS AND OFFICERS AND COMMITTEE MEMBERS COMPENSATION OR CONTRACTS

Section 1. Compensation. Directors and officers of the Partnership, and committee members shall not receive any compensation whatsoever, including reimbursement for expenses, for their services in such office; provided they may be reimbursed for extraordinary expenses if two-thirds of the Directors then in office approve such reimbursement before the expense is incurred.

Section 2. Contracts. No Director or officer of the Partnership or committee member shall have any pecuniary interest, direct or indirect, in any contract relating to the responsibilities or operations of the Partnership unless: (a) the provisions of the Partnership's Conflict of Interest Policy attached hereto as Exhibit A, as well as the Town of Mansfield's Code of Ethics requirements have been met, and (b) such contract shall be authorized by a majority of the Board of Directors at a meeting at which the presence of such Director is not necessary to constitute a quorum and the vote of such Director is not necessary for such authorization, and (c) the fact and nature of such proposed interest shall have been fully disclosed or known to the members of the Board of Directors present at the meeting at which such contract is authorized, and (d) legal

counsel to the Partnership shall have determined that any such proposed interest shall not violate any law or the terms of the Certificate of Incorporation of the Partnership.

Section 3. Conflict of Interest. All members of the Board of Directors, and committee members must upon election to the Board sign the acknowledgment and compliance form agreeing to the established Conflict of Interest Policy of the Partnership as set forth in Exhibit A of these Bylaws. Failure to comply with the policy shall be grounds for removal from the Board of Directors.

## ARTICLE XII

### INDEMNIFICATION

Section 1. General. The Partnership shall be authorized to indemnify each member of the Board of Directors as described in Article V hereof, and each of its officers, as described in Article VII hereof, for the defense of civil or criminal actions or proceedings as hereinafter provided and notwithstanding any provision in these Bylaws, in a manner and to the extent permitted by applicable law.

Section 2. Coverage. The Partnership shall indemnify each of its Directors and officers, as aforesaid, from and against any and all judgments, fines, amounts paid in settlement, and reasonable expenses, including attorneys' fees, actually and necessarily incurred or imposed as a result of such action or proceeding or any appeal therein, imposed upon or asserted against him or her by reason of being or having been such a trustee or officer and acting within the scope of his or her official duties, but only when the determination shall have been made judicially or in the same manner herein provided that he or she acted in good faith for a purpose which he or she reasonably believed to be in the best interest of the Partnership and, in the case of a criminal action or proceeding, in addition, had no reasonable cause to believe that his or her conduct was unlawful. This indemnification shall be made only if the Partnership shall be advised by its Board of Directors acting (1) by a quorum consisting of Directors who are not parties to such action or proceeding upon a finding that, or (2) if such quorum is not obtainable with due diligence, upon the opinion in writing of legal counsel that, the Director or officer has met the foregoing applicable standard of conduct. If the foregoing determination is to be made by the Board of Directors, it may rely, as to all questions of law, on the advice of the Partnership's general or special legal counsel.

Section 3. Every reference herein to a member of the Board of Directors or officer of the Partnership shall include every Director and officer thereof and former Director and officer thereof. This indemnification shall apply to all the judgments, fines, amounts in settlement, and reasonable expenses described above whenever arising, allowable as above stated. The right of indemnification herein provided shall be in addition to any and all rights to which any Director or officer of the Partnership might otherwise be entitled and provisions hereof shall neither impair nor adversely affect such rights.

Section 4. Without the foregoing, the directors, officers, and agents of the corporation shall be

indemnified by the corporation to the greatest extent permitted by applicable law, including but not limited to the benefits of Section 33-1116 to 33-1124, inclusive of the Connecticut General Statutes and Section 52-557m of the Connecticut General Statutes as amended.

### ARTICLE XIII

#### PRACTICE

Unless they conflict with these Bylaws, or any law, rule, or regulation to which the Partnership is subject, Roberts Rules of Order, as revised, specifically set forth in these Bylaws, shall govern all questions of order and procedure for any meeting of the Partnership, or Directors, or any committee, task force, advisory board, or council.

### ARTICLE XIV

#### FISCAL YEAR

The fiscal year of the Partnership shall, for all purposes, commence on July 1st and terminate on June 30th.

### ARTICLE XV

#### LIMITATION OF ACTIVITIES

The Partnership is organized and operated exclusively for not-for-profit purposes within the meaning of sections 170(c)(2)(B), 501 (c)(3), 2055(a)(2), and 2522(a)(2) of the Internal Revenue Code of 1986. No substantial part of the activities of the Partnership shall be the carrying on of propaganda or otherwise attempting to influence legislation, and the Partnership shall be empowered to make the election authorized under section 501(h) of the Internal Revenue Code of 1986. The Partnership shall not participate in or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office. Notwithstanding any other provision herein, the Partnership shall not carry on any activities not permitted to be carried on:

- (a) by an organization exempt from federal income taxation under section 501(a) of the Internal Revenue Code of 1986 as an organization described in section 501(c)(3) of such Code;
- (b) by an organization described in section 509(a)(1), (2), or (3) of the Internal Revenue Code of 1986 (as the case may be); and/or
- (c) by an organization, contributions to which are deductible under sections 170(c) (2), 2055(a)(2), or 2522(a)(2) of the Internal Revenue Code of 1986.

The Partnership shall use its funds only to accomplish the objectives and purposes specified in these Bylaws, and no part of the net earnings of the Partnership shall inure to the benefit of or be distributed to its Directors, officers, or other private individuals, or other organizations organized and operating for profit, except that the Partnership is authorized and empowered to pay

reasonable compensation for services rendered.

## ARTICLE XVI

### DISSOLUTION

On dissolution or final liquidation, the Board of Directors of the Partnership shall, after paying or making provision for the payment of all the lawful debts and liabilities of the Partnership, distribute all the assets of the Partnership to one or more of the following categories of recipients as the Board of Directors of the Partnership shall determine:

(a) a not-for-profit organization or organizations which may have been created to succeed the Partnership, as long as such organization or each of such organizations shall then qualify as a governmental unit under section 170(c) of the Internal Revenue Code of 1986 or as an organization exempt from federal income taxation under section 501(a) of such Code as an organization described in sections 170(c)(2) and 501(c)(3) of such Code; and/or

(b) a not-for-profit organization or organizations having similar aims and objectives as the Partnership and which may be selected as an appropriate recipient of such assets, as long as such organization or each of such organizations shall then qualify as a governmental unit under section 170(c) of the Internal Revenue Code of 1986 or as an organization exempt from federal income taxation under section 501(a) of such Code as an organization described in sections 170(c)(2) and 501(c)(3) of such Code.

## ARTICLE XVII

### AMENDMENTS OF BYLAWS

These Bylaws may be amended by a two-thirds vote at any meeting of the full Board of Directors of the Partnership then in office. An amendment to be proposed at a Board of Directors meeting shall be mailed to each Director at least fourteen days prior to the date of the meeting. Notwithstanding the foregoing, an amendment to these Bylaws so approved by the Board of Directors shall not become effective until it is ratified by a majority vote of the eligible members of the Partnership present at an annual or special meeting. A written notice and a copy of the Board of Directors approved amendment must be mailed to each member of the Partnership at least forty-five days in advance of the meeting held to amend these Bylaws. Notwithstanding the foregoing, twenty members of the Partnership may propose an amendment to these Bylaws at the Annual Meeting if they provide a written notice and copy of said proposal to each member of the Partnership at least forty-five days in advance of said Annual Meeting. Such amendment may be approved by a majority vote of the eligible members of the Partnership at the annual or special meeting.



## EXHIBIT A

### MANSFIELD DOWNTOWN PARTNERSHIP, INC. CONFLICT OF INTEREST POLICY

1. A conflict of interest may exist if a member of the Partnership's Board of Directors or of any Partnership committee, or a member of his/her immediate family, has a relationship with another person who, or organization which, does or seeks to do business with the Partnership as a developer, contractor, vendor, or otherwise; or who or which reasonably could benefit in a way different from general public benefit from a decision of, or from an action taken by, the Partnership. Partnership Board and committee members shall disclose all activities that might be reasonably seen as conflicts of interest within the meaning of the preceding sentence whenever a possible conflict appears, and annually thereafter so long as the facts creating the possible conflict exist.

In order that each decision of the Partnership's Board and committees shall be the decision only of Board or committee members who are free of conflicts of interest pertinent to the decision, the following procedures shall be followed:

a. Every Partnership Board or committee member, immediately upon identifying a possible conflict or having the same called to his/her attention, shall disclose to the Board or the committee, as the case may be, having responsibility for making the decision at hand all essential facts pertaining to the possible conflict. (Such disclosure shall not, per se, constitute an admission that a conflict exists.)

b. Unless the remaining Board or committee members, by vote recorded in the minutes of the meeting in which the vote occurs, unanimously determine that a conflict of interest does not exist, the subject Board or committee member shall avoid any attempt to influence other Board or committee members, or Partnership employees, directly or indirectly, with regard to the matter at hand and shall not participate in the discussion and vote on the matter.

c. Whenever the Partnership, by its Board or any committee, officer or employee, is overseeing the construction or improvement of any Town of Mansfield facility, or otherwise acting as municipal development agency for the Town of Mansfield, each Board or committee member, officer and employee shall comply with the Town of Mansfield Code of Ethics (Mansfield Code Ch. 25), as amended from time to time.

d. Failure to comply with the above policy shall be grounds for removal from office.

2. Every Partnership decision to enter into any contract shall be presumed to be free of influence of any conflict of interest, i.e., proper and fair to the Partnership and the public interest, if it is made in the ordinary course of business on terms no less favorable to the Partnership than those offered by the contractor(s) to third parties.

MANSFIELD DOWNTOWN PARTNERSHIP, INC.  
CONFLICT OF INTEREST POLICY  
Acknowledgement of Receipt

I, \_\_\_\_\_,  
have received and read a copy of the Mansfield Downtown Partnership's Conflict of Interest  
Policy, and understand its applicability to me as a Mansfield Downtown Partnership Board or  
committee member.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date