

NEWBURYPORT CHARTER COMMISSION COMMUNITY SURVEY 2010

In the November 2009 election, the citizens of Newburyport overwhelmingly approved a review of the city charter. The last year the charter was revised was 1919.

In service for just two months, The Charter Commission is pleased to be able to use the census mailing as a means for distributing this brief survey.

We greatly appreciate your input as a Newburyport citizen. You can make a copy of the survey for each voting age household member. Additional copies of this survey are available from the office of the City Clerk.

Much of our current charter is out of date, with references to laws that no longer exist. In places, it contradicts itself, and is cumbersome in use. The Charter Commission will gather information from other communities, examine the structure of their government, and consider what works and what does not.

We will utilize that research, analysis and input to rewrite our current charter, and recommend a structure of government for the voters of Newburyport to consider as a ballot question in November 2011.

Before that vote, the Commission intends to provide many opportunities for you to learn, ask questions, and give feedback. Through this survey, you can provide the Commission with your ideas and opinions about how our current governance model works. It is also an opportunity for you to share your desires and/or expectations about the results of our review effort.

Please respond by circling the appropriate number using the following scale: 1 = strongly disagree
2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree, DK = Don't Know.

1) Generally, our current elected mayor and elected city council structure of government works and is appropriate for our community. 1 2 3 4 5 DK

2) A "more effective" form of government would be a hired professional city manager, overseen and answering to an elected council and "figurehead" mayor. 1 2 3 4 5 DK

3) Another structure such as _____ would be better. 1 2 3 4 5 DK

4) Currently, the budget is created by the mayor and presented to the council for approval and the council may only cut budget items and not add. From my understanding this process works. 1 2 3 4 5 DK

5) A "better" budget process would allow the council to add, as well as cut, line items. 1 2 3 4 5 DK

6) Currently, many members of boards and committees are appointed by the mayor and serve with the approval by the city council. This is an effective and balanced method. 1 2 3 4 5 DK

7) If we keep a structure that includes an elected mayor, a two-year term is appropriate. 1 2 3 4 5 DK

8) If we keep a structure that includes an elected mayor, a four-year term is appropriate. 1 2 3 4 5 DK

9) Our current structure of six elected ward and five at-large councilors elected, citywide is appropriate and serves the community well. 1 2 3 4 5 DK

10) A "better" council structure would be _____ 1 2 3 4 5 DK

11) Currently the School Committee is elected to staggered four-year terms, which ensures a two-year overlap for the six members. The number of, and length of term for School Committee members are appropriate and serve the community well. 1 2 3 4 5 DK

Please feel free to comment on any of the questions or to add comments and ideas.

CIVIC & DEMOGRAPHIC DATA

1) How long have you lived in the city (please check one)?

- Less than 1 year
- 1 – 5 years
- 6 – 10 years
- 11 – 20 years
- more than 20 years

2) Generally, how informed are you on city issues? Please check one:

- Not informed
- Somewhat informed
- Informed
- Very informed

3) Do you participate in city service (elected official, employee, board or commission member, volunteer, etc.)?

- Yes No

4) If so, would you tell us how you participate: _____

Please enclose this survey in the return envelope with your completed census to City Hall, or mail this survey to: Newburyport Charter Commission, City Hall, 60 Pleasant St., Newburyport, MA 01950, no later than March 24, 2010. *On behalf of the Charter Commission, I thank you for completing this survey and adding your input to this important process for our city's future. Steven P. Cole, Chairman*

SUMMARY OF PROCESS

NEWBURYPORT CHARTER COMMISSION COMMUNITY SURVEY 2010

PROCESSES FOLLOWED TO ENTER AND ANALYZE SURVEY DATA

I. General information: There were 8,477 surveys distributed, and 2,954 collected with responses for a response rate of 34.8%. (Note: A handful of surveys were submitted after having been duplicated by receivers. These are not included in the distributed count.)

II. Batches of 100 surveys were formed, which excluded any surveys which were returned but which were blank.

III. Data Entry

A. Numerical Data

1. The survey questions to be analyzed quantitatively were coded as described in the accompanying *Survey Coding Instructions* document. This coding included assigning a four-digit ID number to each completed survey.
2. Prior to numerical data entry, all coding was checked by at least one other person.
3. The numerical data entry process followed the steps outlined in the *Survey Numerical Data Entry Instructions*, also included herein. All data entered was checked by a team of two, with one person reading aloud the codes entered on the survey to ensure they matched the typed in information.

B. Qualitative Data

1. The process followed the description provided in the *Survey Qualitative Data Entry Instructions*. All entries were checked by at least one other person.

IV. Data Analyses

A. Numerical Data

1. Data entered in the various Excel spreadsheets was merged, with random checks again performed to ensure accuracy of both coding and data entry.
2. Numerical data was analyzed using SPSS (Statistical Package for the Social Sciences). Frequency tables and bar charts were prepared.

B. Qualitative Data

1. Respondents' comments were combined by question. All comments were then analyzed by question to determine if any groupings or themes emerged. The comments were then coded by theme and sorted. The tables included herein show the themes used to group respondent comments. Theme decisions are a matter of judgment. Different and/or additional themes may suggest themselves after a review by Commission members, particularly because the members have great familiarity with Newburyport and the city workings.

NEWBURYPORT SURVEY RESEARCH PROJECT
Survey Coding Instructions

General information

- For each stack of surveys given for coding, 100 surveys have been counted. The range of ID numbers to be assigned is given for each stack. **If you find that you have more than 100**, and therefore **go over** the ID number range **OR if you have too few and need more** to assign all of the numbers in the range, please see one of the supervisors.
- Each survey has questions for which respondents were asked to provide either a rating, which can be represented by a number, or a written response.

Coding

1. First, assign each survey a unique 4 digit ID number, beginning with the first number of the ID number range for the stack.
2. Each survey will then need to be coded in preparation for the numerical data entry. Coders will use a **red pen** and write a code for each question in the right hand margin.
 - A. For the first set of questions with a rating scale (Q's 1, 2, 4, 5, 6, 7, 8, 9, and 11), write the selected rating in red in the margin. All "DK" ratings will be coded as a "6."
 - B. Questions 3 and 10 will be coded as a "0", **no matter what is circled.**

C. Questions under **Civic & Demographic Data** will be coded as follows:

- 1) How long have you lived in the city (please check one)?
 - () Less than 1 year = 1
 - () 1-5 years = 2
 - () 6-10 years = 3
 - () 11-20 years = 4
 - () more than 20 years = 5
- 2) Generally, how informed are you on city issues? Please check one:
 - () Not informed = 1
 - () Somewhat informed = 2
 - () Informed = 3
 - () Very informed = 4
- 3) Do you participate in city service (elected official, employee, board or commission member, volunteer, etc.)?
 - () Yes = 1
 - () No = 2
- 4) If so, would you tell us how you participate: _____ = **Always code as "0"**.

Code "9" in all cases where:

- the rating choice is unclear,
- more than one rating is checked, and/or
- if BLANK -the rating is missing – nothing was checked.

ANY UNUSUAL MARKINGS, OR QUESTIONS ABOUT HOW TO CODE, PLEASE SEE ELLEN WENTLAND IN B120 OR LINDA CHAMBERS IN B116.

May 21, 2010

NEWBURYPORT SURVEY RESEARCH PROJECT

Survey Numerical Data Entry Instructions

General information

After a survey is coded and the coding is proofed, it is ready for data entry.

Data Entry

1. First, open the Excel template that has been developed for this data entry. File name is "Newburyport template" and is in the _____ folder
2. Immediately save the file with a new name corresponding to the ID numbers for the group of surveys you are working with. E.g., if you are working with ID number 0101-0200, name the file "Newburyport 0101-0200." Save the file in _____ folder
3. In the first column of the Excel file, enter the ID# assigned to the survey.
4. Then enter the numbers from the "coding columns" (numbers written in red).
5. **Make sure you save often!**
6. When you are finished with the group of 100, save the file, then close.
7. Email the file as an attachment to ewentland@necc.mass.edu.
8. **You may then continue with the next batch, always starting by opening the template. Never write over a file that has been saved with data!**

June 10, 2010

NEWBURYPORT SURVEY RESEARCH PROJECT

Survey Qualitative Data Entry Instructions

General information

After the numerical data has been entered for a survey, it is ready for the qualitative data entry. This refers to the entering of any comments that were made on the survey.

Data Entry

1. Within each folder of 100 surveys, those surveys where written comments were provided have been separated and grouped on top. Check the surveys NOT in this group to make sure all comments were found.
2. As you begin working with a survey, check to see where any written comments have been provided.
3. You have been given four Word file templates, corresponding to the four questions on the survey which called for written comments (items 3, 10, CDD (4), and the general comments question).
4. For items 3, 10, and CDD (4), open the Word file specific to the question, then save it with a new name corresponding to the ID numbers of the group of surveys you are working with, for example, "Survey Question 3 – 0001-0100."
5. On the template for the question, enter the ID# of the survey containing the comment, and then type in the comment. The last column entitled "Contact Info." (stands for Contact Information) is used only if the survey respondent offered their contact information. If they did, simply type in "Yes."
6. The back side of the survey contains a place for general comments. If any comments are made there, enter them on the general comments Word file. Follow the same instructions in #4 and #5 above regarding file naming and Contact Information.
7. If a respondent wrote in a comment next to any item OTHER than 3, 10, CDD (4), and the one for general comments, type that comment in the general comments file. However, in these cases, in the column entitled "Other Spec. Ques." (stands for Other Specific Question), also enter the question number where that response was written. You do not need to write in a question number if the response was given for the general comments question. Follow the same instruction in #5 above regarding Contact Information.
8. **Make sure you save to your flash drive often!**
9. When you are finished with the surveys from the particular group of 100, print out the files where you have entered comments. Read the comments aloud to another worker as a proofreading step. **Clearly** mark any corrections on the printout.
10. Bring the flash drive to either of the two supervisors, along with the survey forms and the printout with any corrections to be made.
11. **You may then continue with the next batch, always starting by opening the template. Never write over a file that has been saved with data!**

RESULTS

RESPONSES TO QUESTIONS WITH RESPONSE CHOICES

NEWBURYPORT CHARTER COMMISSION COMMUNITY SURVEY 2010

RESPONSES TO QUESTIONS WITH RESPONSE CHOICES

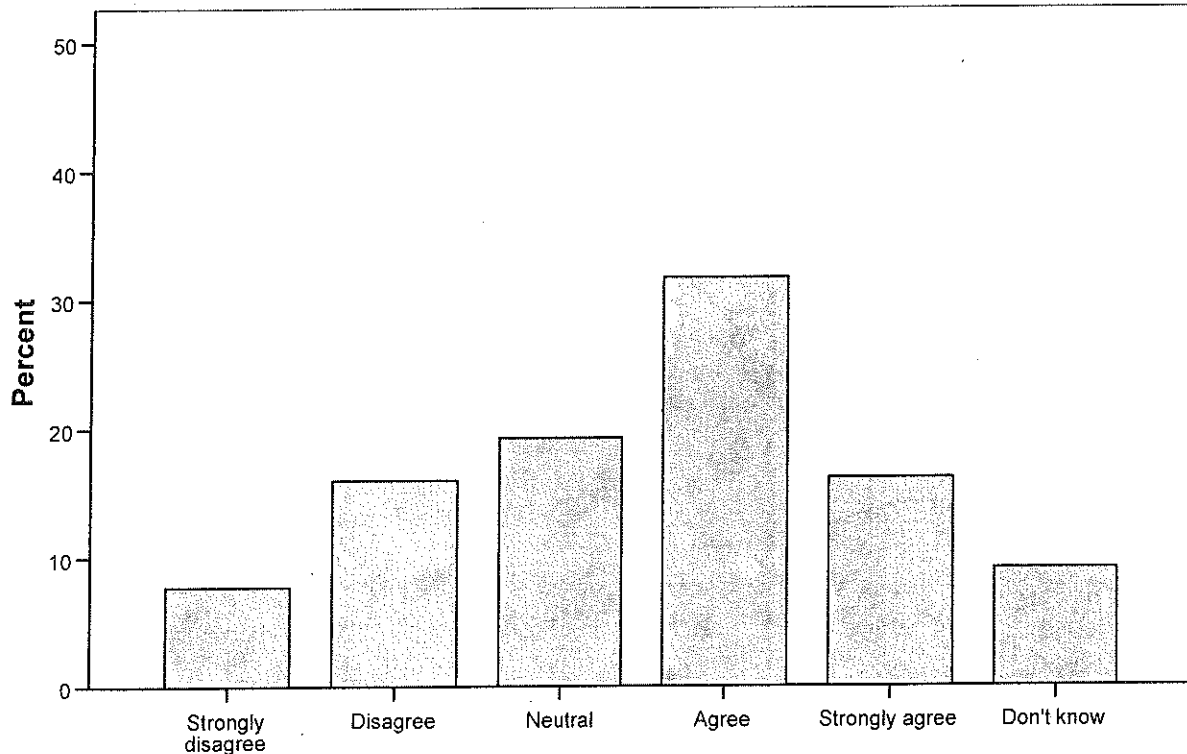
Question 1: Generally, our current elected mayor and elected city council structure of government works and is appropriate for our community.

Frequency Table*

Q1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	222	7.5	7.7	7.7
	2 Disagree	461	15.6	16.0	23.7
	3 Neutral	555	18.8	19.3	43.0
	4 Agree	914	30.9	31.7	74.7
	5 Strongly agree	466	15.8	16.2	90.9
	6 Don't know	263	8.9	9.1	100.0
	Total	2881	97.5	100.0	
Missing	9 Not clear, missing	73	2.5		
Total		2954	100.0		

Q1



Q1

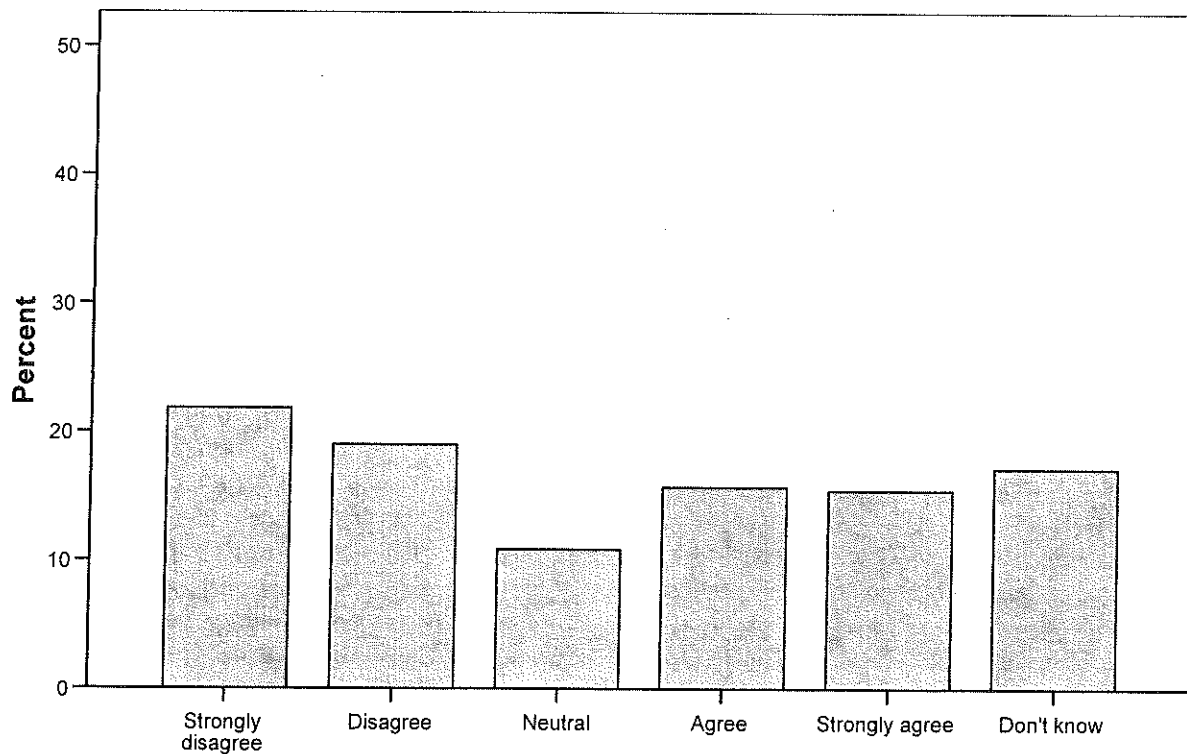
Question 2: A "more effective" form of government would be a hired professional city manager, overseen and answering to an elected council and "figurehead" mayor.

Frequency Table*

Q2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	619	21.0	21.8	21.8
	2 Disagree	539	18.2	19.0	40.8
	3 Neutral	308	10.4	10.9	51.7
	4 Agree	446	15.1	15.7	67.4
	5 Strongly agree	439	14.9	15.5	82.8
	6 Don't know	487	16.5	17.2	100.0
	Total	2838	96.1	100.0	
Missing	9 Not clear, missing	116	3.9		
Total		2954	100.0		

Q2



Q2

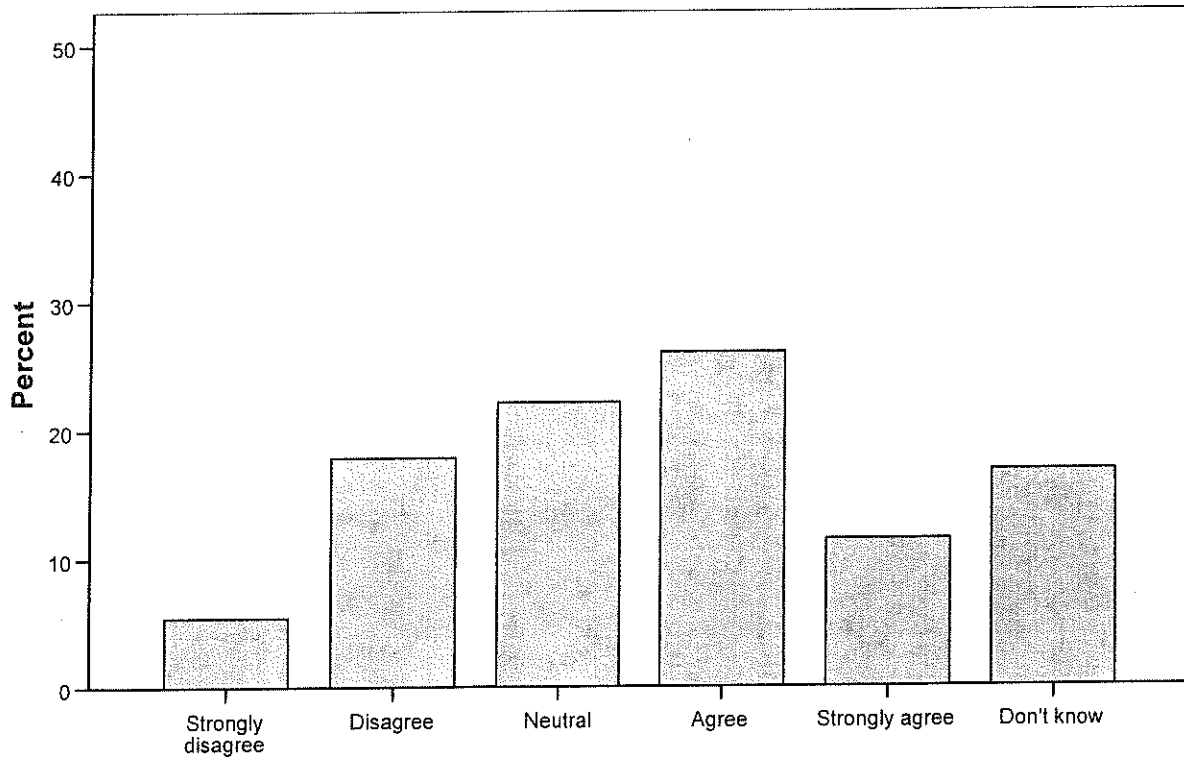
Question 4: Currently, the budget is created by the mayor and presented to the council for approval and the council may only cut budget items and not add. From my understanding this process works.

Frequency Table*

Q4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	156	5.3	5.4	5.4
	2 Disagree	513	17.4	17.9	23.3
	3 Neutral	636	21.5	22.2	45.5
	4 Agree	748	25.3	26.1	71.6
	5 Strongly agree	330	11.2	11.5	83.1
	6 Don't know	484	16.4	16.9	100.0
	Total	2867	97.1	100.0	
Missing	9 Not clear, missing	87	2.9		
Total		2954	100.0		

Q4



Q4

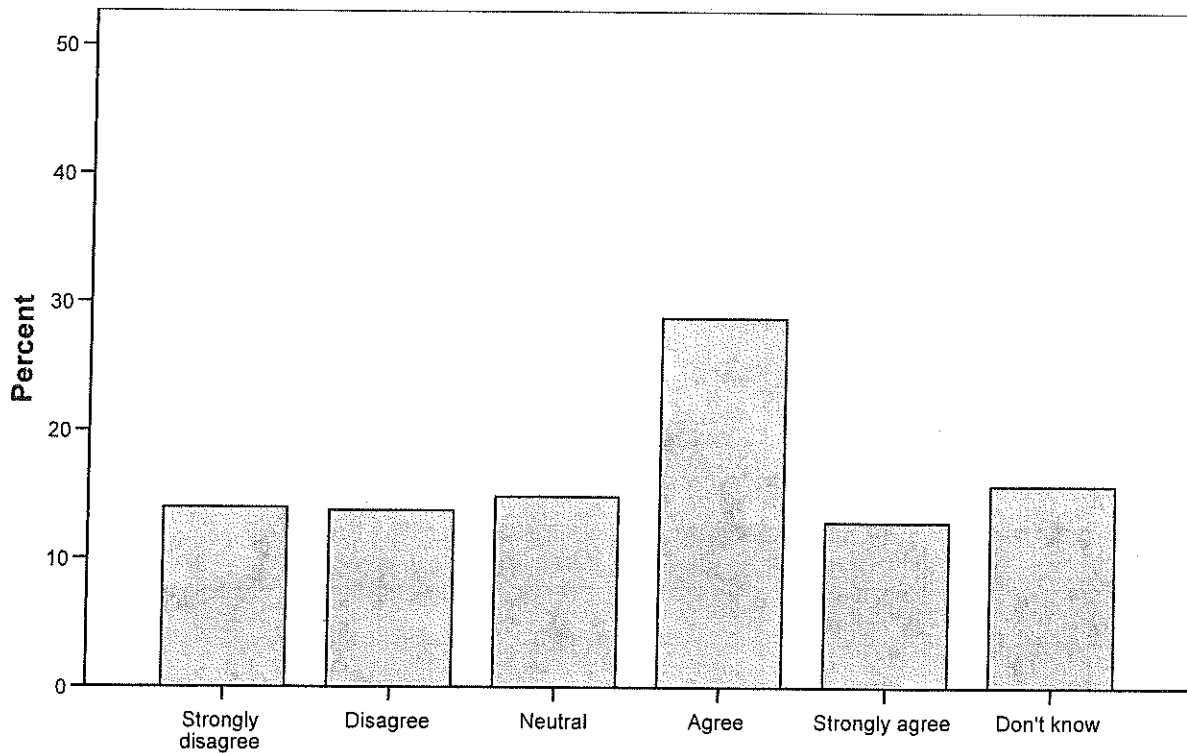
Question 5: A "better" budget process would allow the council to add, as well as cut, line items.

Frequency Table*

Q5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	397	13.4	14.0	14.0
	2 Disagree	391	13.2	13.8	27.8
	3 Neutral	421	14.3	14.8	42.6
	4 Agree	816	27.6	28.8	71.4
	5 Strongly agree	366	12.4	12.9	84.2
	6 Don't know	447	15.1	15.8	100.0
Total		2838	96.1	100.0	
Missing	9 Not clear, missing	116	3.9		
Total		2954	100.0		

Q5



Q5

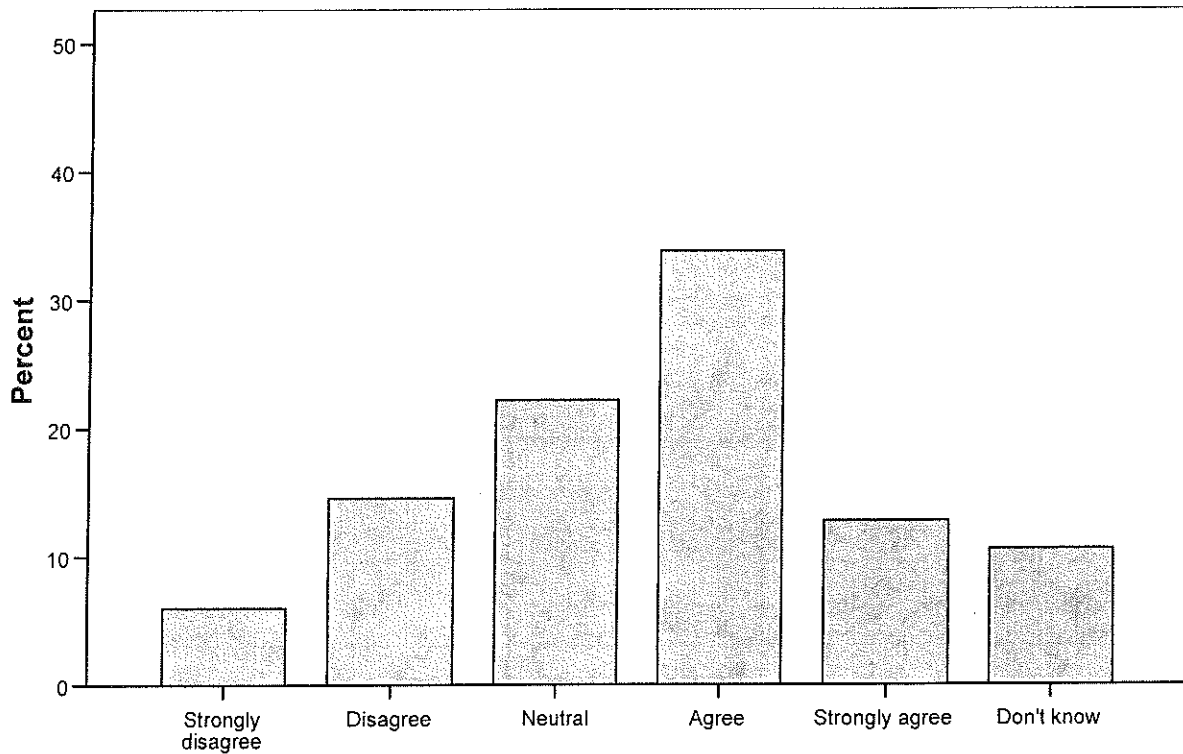
Question 6: Currently, many members of boards and committees are appointed by the mayor and serve with the approval by the city council. This is an effective and balanced method.

Frequency Table*

Q6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	172	5.8	6.0	6.0
	2 Disagree	417	14.1	14.6	20.6
	3 Neutral	635	21.5	22.2	42.8
	4 Agree	967	32.7	33.8	76.6
	5 Strongly agree	366	12.4	12.8	89.4
	6 Don't know	303	10.3	10.6	100.0
	Total	2860	96.8	100.0	
Missing	9 Not clear, missing	94	3.2		
Total		2954	100.0		

Q6



Q6

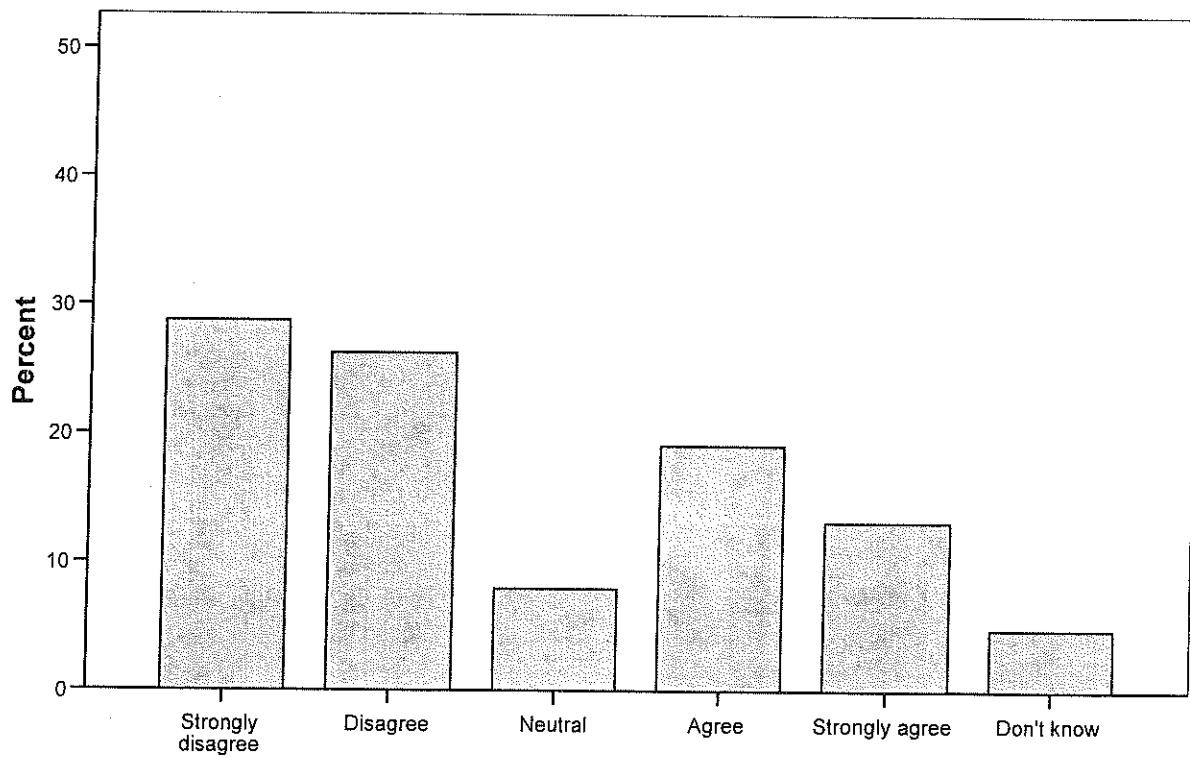
Question 7: If we keep a structure that includes an elected mayor, a two-year term is appropriate.

Frequency Table*

Q7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	809	27.4	28.8	28.8
	2 Disagree	739	25.0	26.3	55.0
	3 Neutral	223	7.5	7.9	63.0
	4 Agree	537	18.2	19.1	82.0
	5 Strongly agree	370	12.5	13.2	95.2
	6 Don't know	135	4.6	4.8	100.0
	Total	2813	95.2	100.0	
Missing	9 Not clear, missing	141	4.8		
Total		2954	100.0		

Q7



Q7

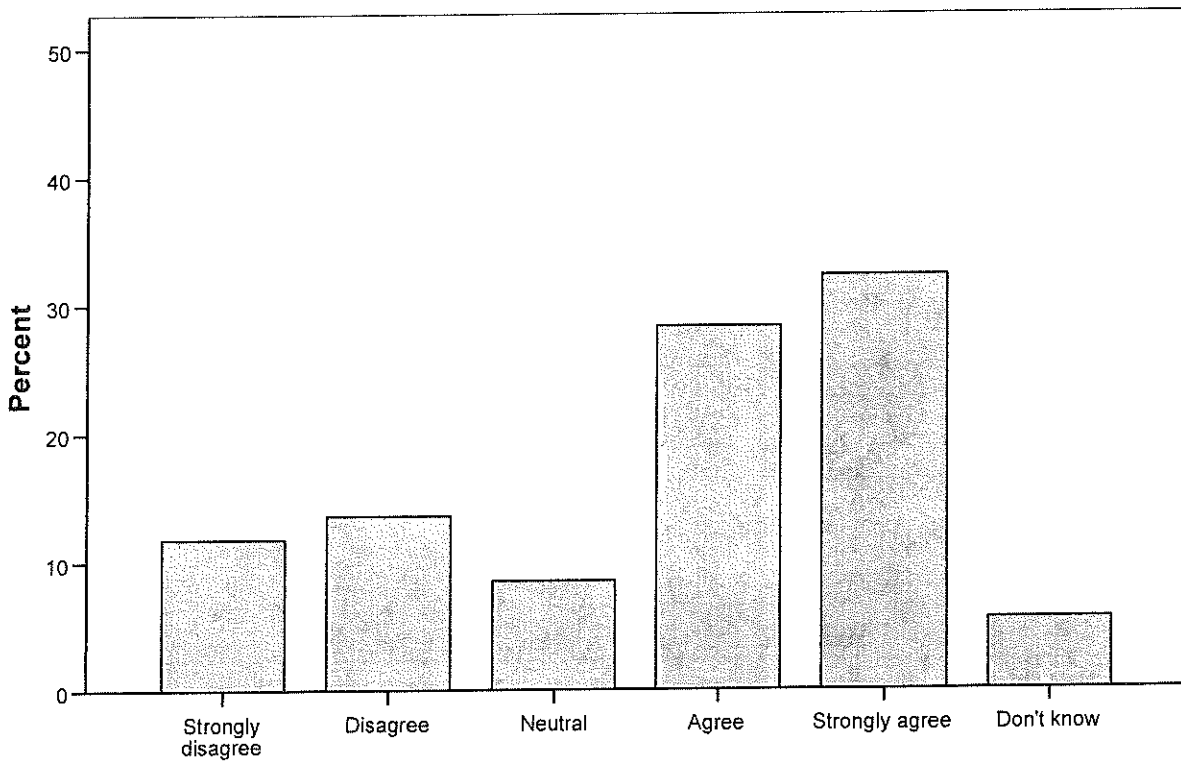
Question 8: If we keep a structure that includes an elected mayor, a four-year term is appropriate.

Frequency Table*

Q8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	329	11.1	11.8	11.8
	2 Disagree	380	12.9	13.6	25.3
	3 Neutral	238	8.1	8.5	33.9
	4 Agree	792	26.8	28.3	62.2
	5 Strongly agree	903	30.6	32.3	94.5
	6 Don't know	155	5.2	5.5	100.0
	Total	2797	94.7	100.0	
Missing	9 Not clear, missing	157	5.3		
Total		2954	100.0		

Q8



Q8

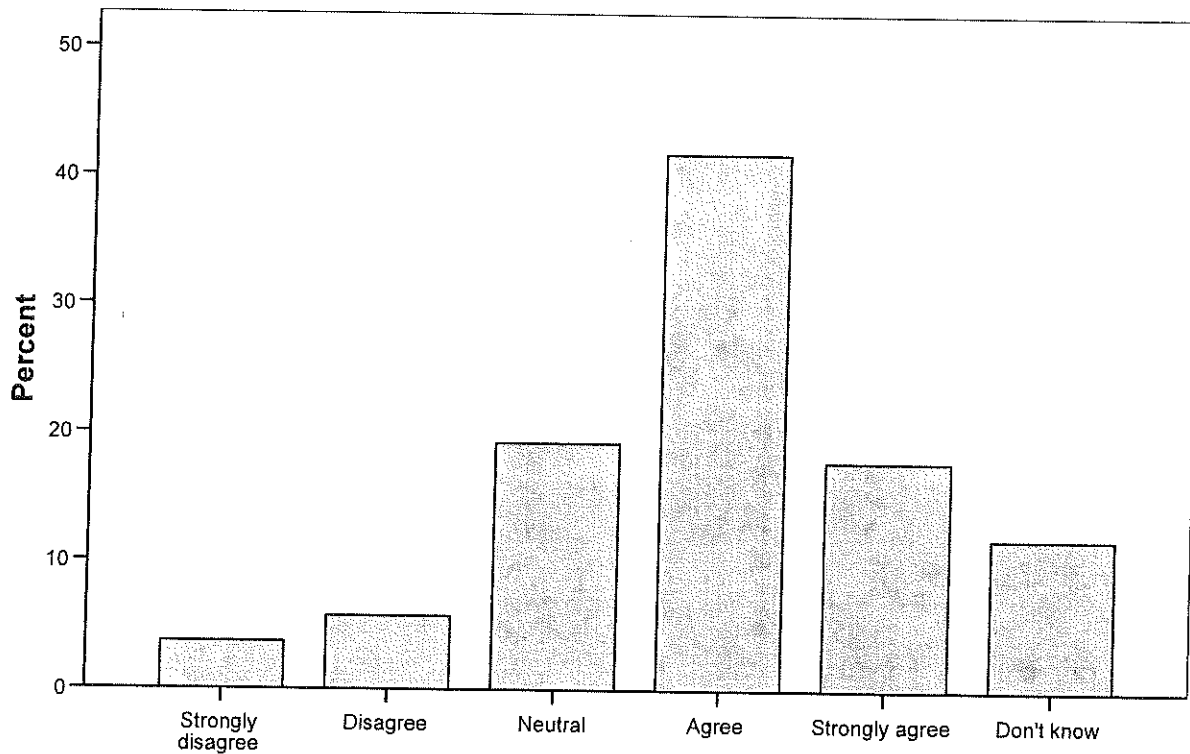
Question 9: Our current structure of six elected ward and five at-large councilors elected, citywide is appropriate and serves the community well.

Frequency Table*

Q9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	104	3.5	3.7	3.7
	2 Disagree	160	5.4	5.7	9.4
	3 Neutral	538	18.2	19.2	28.6
	4 Agree	1169	39.6	41.8	70.4
	5 Strongly agree	498	16.9	17.8	88.2
	6 Don't know	331	11.2	11.8	100.0
	Total	2800	94.8	100.0	
Missing	9 Not clear, missing	154	5.2		
Total		2954	100.0		

Q9



Q9

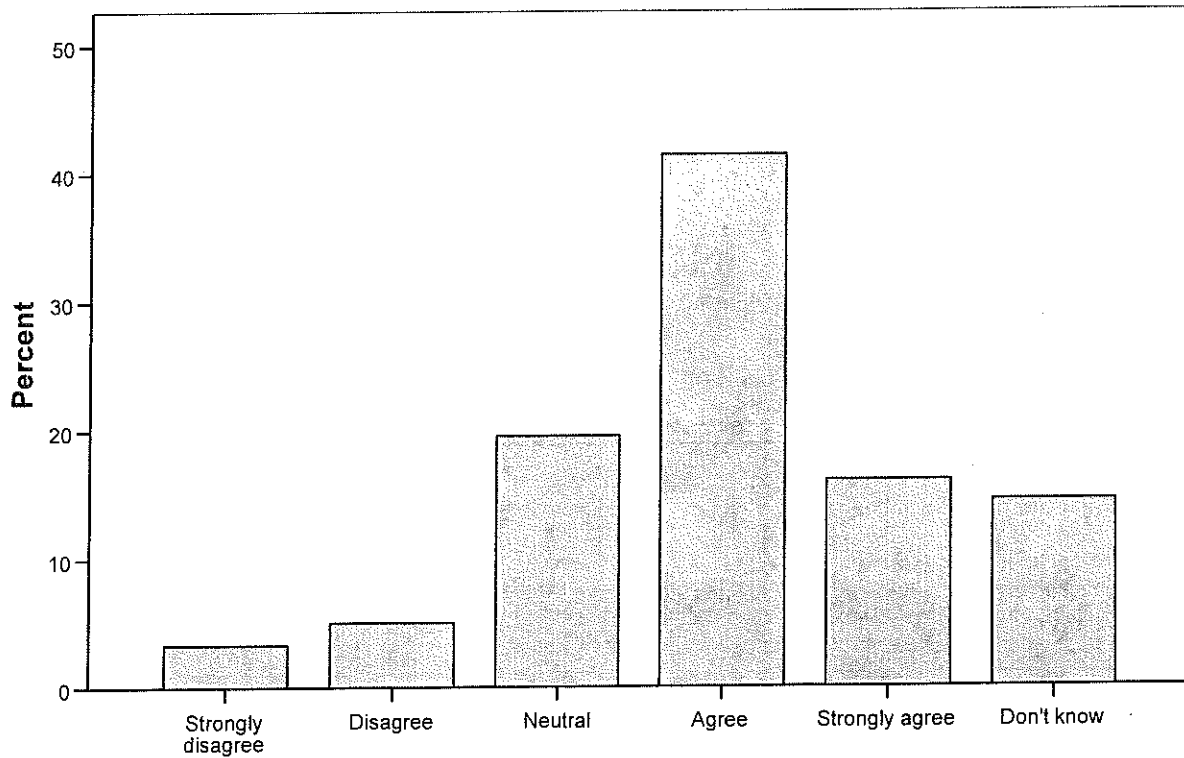
Question 11: Currently the School Committee is elected to staggered four-year terms, which ensures a two-year overlap for the six members. The number of, and length of term for School Committee members are appropriate and serve the community well.

Frequency Table*

Q11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	92	3.1	3.3	3.3
	2 Disagree	140	4.7	5.1	8.4
	3 Neutral	542	18.3	19.6	27.9
	4 Agree	1148	38.9	41.4	69.4
	5 Strongly agree	446	15.1	16.1	85.5
	6 Don't know	402	13.6	14.5	100.0
	Total	2770	93.8	100.0	
Missing	9 Not clear, missing	184	6.2		
Total		2954	100.0		

Q11



Q11

CIVIC & DEMOGRAPHIC DATA

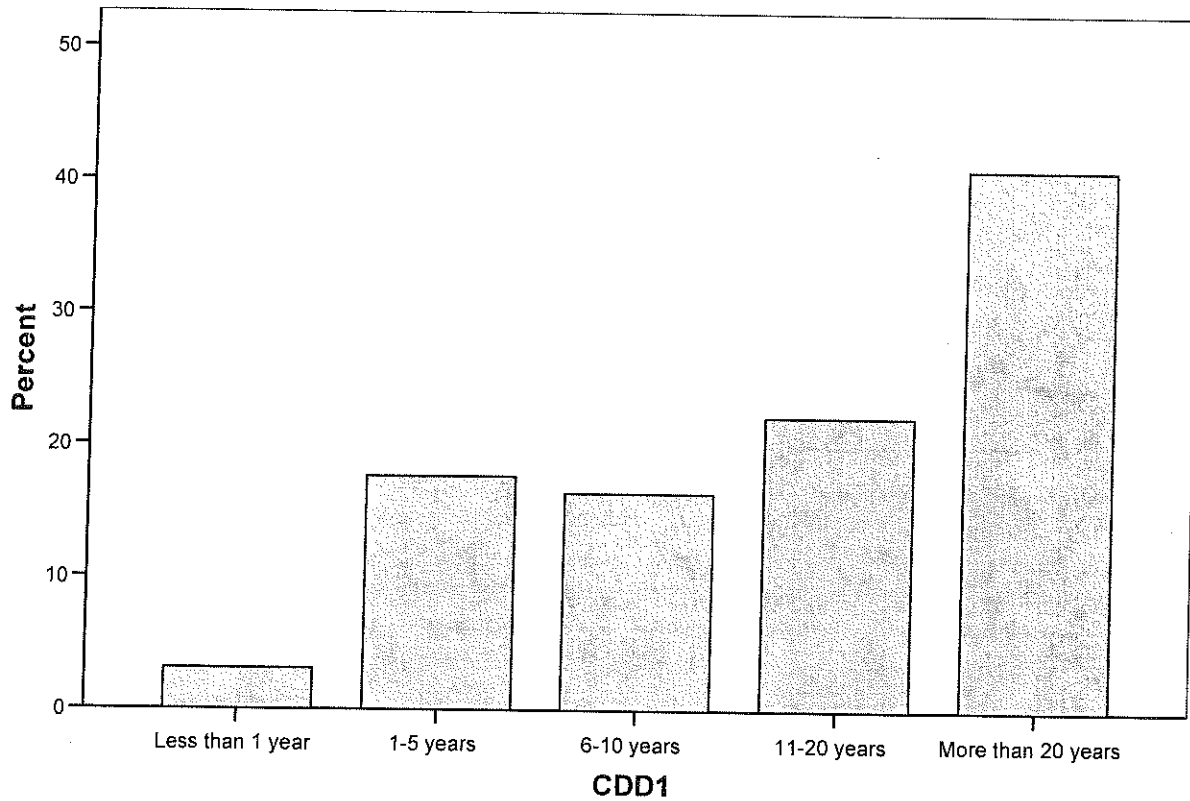
Question 1: How long have you lived in the city (please check one)?

Frequency Table*

CDD1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Less than 1 year	89	3.0	3.1	3.1
	2 1-5 years	508	17.2	17.6	20.7
	3 6-10 years	472	16.0	16.3	37.0
	4 11-20 years	639	21.6	22.1	59.2
	5 More than 20 years	1179	39.9	40.8	100.0
	Total	2887	97.7	100.0	
Missing	9	67	2.3		
Total		2954	100.0		

CDD1



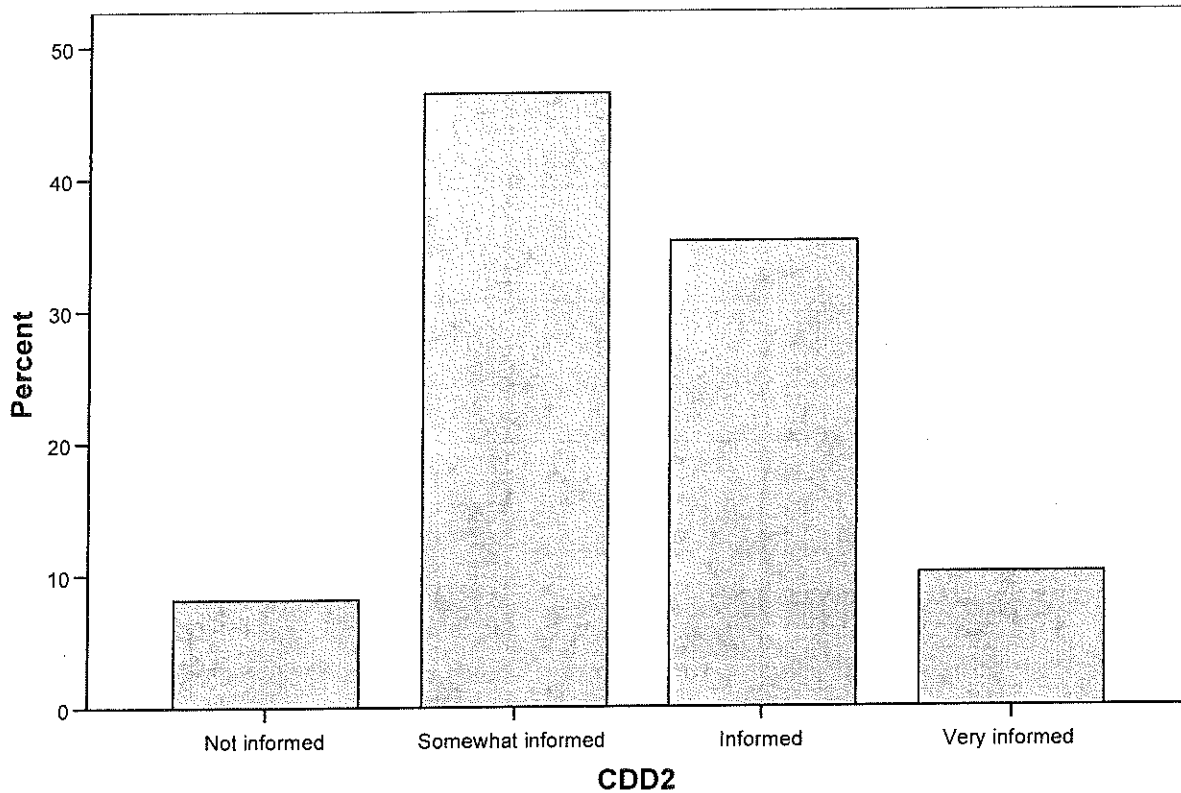
Question 2: Generally, how informed are you on city issues? Please check one:

Frequency Table*

CDD2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not informed	233	7.9	8.2	8.2
	2 Somewhat informed	1328	45.0	46.5	54.6
	3 Informed	1008	34.1	35.3	89.9
	4 Very informed	289	9.8	10.1	100.0
	Total	2858	96.8	100.0	
Missing	9	96	3.2		
Total		2954	100.0		

CDD2



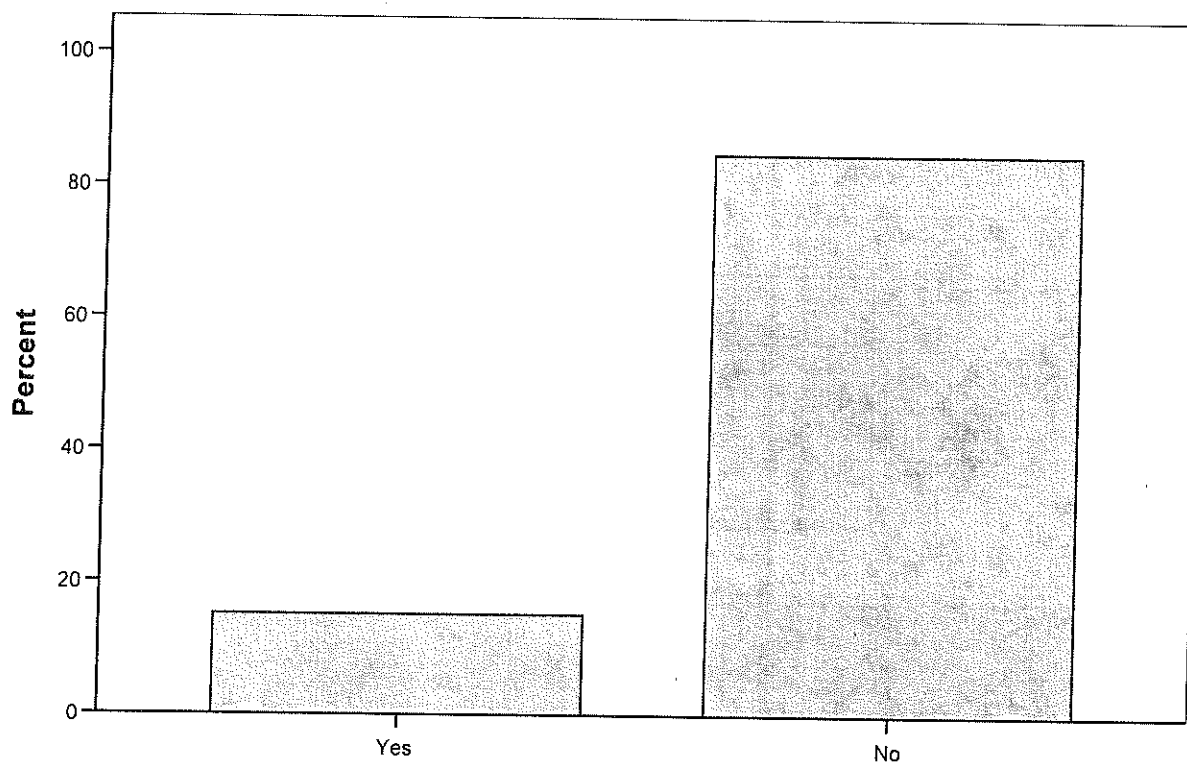
Question 3: Do you participate in city service (elected official, employee, board or commission member, volunteer, etc.)?

Frequency Table*

CDD3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Yes	431	14.6	15.2	15.2
	2 No	2406	81.4	84.8	100.0
	Total	2837	96.0	100.0	
Missing	9	117	4.0		
Total		2954	100.0		

CDD3



CDD3

*Note: In frequency tables, *Frequency* = number of respondents selecting option;
Percent = percent of respondents selecting option;
Valid Percent = percent of respondents selecting option after "missing" cases are excluded;
Cumulative Percent = percent totals moving from top to bottom listed options, again without missing cases.

GROUPED RESPONSES TO QUESTION 3

July 22, 2010

NEWBURYPORT CHARTER COMMISSION COMMUNITY SURVEY 2010

GROUPED RESPONSES TO QUESTION 3:

Another structure such as _____ would be better.

Respondent ID	Comment	Theme code
A. MANAGER/ NO MAYOR		
0020	Omit figurehead mayor.	1
0110	,as above <u>minus</u> the figurehead mayor.*	1
0121	City manager/city council, <u>No Mayor</u> (why pay for figurehead)	1
0128	City Manager <u>no</u> Mayor necessary	1
0133	City manager overseen by council	1
0144	City Admin and Council, no figurehead	1
0236	No need for figurehead mayor	1
0274	No mayor	1
0293	City manager	1
0307	#2 w/ no mayor*	1
0358	No mayor at all.	1
0451	No mayor, just manager and rotating city council head.	1
0487	City manager - elected council - no mayor	1
0488	Same as above, no mayor	1
0513	City mgr + no mayor	1
0528	Town Manager. No mayor – That’s paying two people doing the same job.	1
0551	City manager, elected council, no figurehead mayor	1
0594	No figurehead mayor	1
0625	City manger	1
0630	City Manager, overseen by an elected council	1
0648	No mayor – Strong city manager appointed by city council for 3 year terms	1
0727	City manager, elected council no mayor.	1
0744	No mayor	1
0749	Above with no mayor duh! *	1
0752	No mayor	1
0847	See comment #2 [No mayor]*	1
0856	Town manager; Board of Selectman	1
0862	City Manager – No mayor. Why waste the \$ for a figurehead	1
0864	No “figurehead” mayor. We lived in two communities with town managers and no figurehead mayor (and no figurehead salary.) Things worked well.	1
0879	Town manager, town council, drop being a city.	1
0904	No “figurehead” mayor	1

Respondent ID	Comment	Theme code
0912	No major (Figurehead)	1
0913	A city manager	1
0914	city manager	1
0936	Town manager form of Gov. <u>without</u> "Figurehead Mayor". See town of Danvers	1
1063	Council and city manager, no mayor.	1
1144	City manager	1
1283	No mayor, manager reporting to city council	1
1291	City manager w/ council no "mayor"	1
1301	City manager without a mayor	1
1306	A "figurehead" mayor seems like a waste	1
1332	No figurehead mayor	1
1335	Do we need a figurehead mayor?	1
1391	No figurehead mayor see Danvers, MA. Prof city manager answering to City Council of elected by citizens of city.	1
1393	Leave out "figurehead" mayor	1
1407	#2 above w/o figurehead mayor can't pay for both + confusing roles.*	1
1415	City manager without mayor.	1
1427	City manager, <u>no</u> "figurehead" mayor.	1
1428	City manager, no figurehead mayor.	1
1479	#2 without a "figurehead" mayor	1
1516	Why have a "figurehead" mayor- a complete waste! Hire a professional city manager working for council.	1
1521	City mgr - no mayor.	1
1525	City manager and no figure head mayor	1
1527	If we go to town manager why do we need to pay a "figurehead" mayor?	1
1549	Everything above/ no mayor*	1
1550	All above/No mayor!*	1
1575	Hired city manager, no mayor (figurehead or otherwise)	1
1580	The above form without the "figurehead" mayor.*	1
1588	City manager, no "figurehead" mayor (what's purpose of a figurehead mayor?)	1
1607	City manager & elected council	1
1616	Hire a professional city manager; we do not need to pay for a figurehead mayor. We do not need a mayor and city residents in a direct city meeting like a direct town meeting. At 17,000 people, why can't we run the city with a structure like the town of Andover, MA?	1
1623	No figurehead mayor	1
1632	City manager/council/no mayor	1
1653	No figurehead	1
1787	City manager	1
1904	Definitely want city manager. Figure out how to overse - i.e. board	1
1959	City manager only No politics	1
2149	City manager selected by people	1

Respondent ID	Comment	Theme code
2155	City manager no mayor	1
2200	We don't need any "figureheads." We need <u>leadership and experience</u> - <u>Savvy</u>	1
2212	Similar to 2 but not a figurehead mayor*	1
2315	Same as done, but no "figurehead "mayor.*	1
2336	Item 2 without "figurehead " mayor*	1
2345	Council & manager (no mayor)	1
2371	as in 2 but no figurehead*	1
2393	Remove figurehead mayor	1
2423	City manager	1
2452	Professional city manager	1
2476	City mgr & elected council w/o "figurehead" mayor	1
2494	#2 without a "mayor"*	1
2518	No figurehead mayor	1
2563	Without a mayor	1
2578	City manager & elected city council	1
2582	As above, no figurehead mayor*	1
2587	City manager	1
2623	City manager, no mayor	1
2698	City manager without mayor	1
2720	City Manager	1
2778	We do not need a "Figurehead "mayor	1
2801	Above (#2) with no figurehead mayor*	1
2825	#2 without the mayor*	1
2829	Best is #2 must pay them at least \$150,000 per year, to get a good manager.*	1
2856	City manager/council no figurehead mayor	1
2944	But without the "figurehead "mayor. That would just mean more cost for the city.	1
2952	City manager without mayor	1
2466	City manager elected council	1
0210	The model used in Salisbury. Let the professional city manager do the job with the help of talented <u>financial planner</u> . No more city councilors.	1
1830	Hired CEO and CFO	1
2835	Just city manager and selectmen	1
<i>* References are to survey question #2.</i>		
B. KEEP MAYOR/ CHANGE TERM, POWER, PAY, ETC.		
0033	Longer mayoral terms 4 yrs	2
0034	Mayor stays in office for 4 yr term	2
0088	Mayor should be 4 year term	2
0182	Longer term	2
0268	Elect mayor four four years	2

Respondent ID	Comment	Theme code
0344	4 year term for mayor.	2
0362	Mayor for 4 years and pay them more.	2
0386	longer terms.	2
0399	Longer term (4 yrs)	2
0407	4 year mayor	2
0450	"Strong mayor" Boston	2
0465	A mayor w/ 3/4 yr term and more \$	2
0572	Elect a mayor for 3 years.	2
0711	4 year mayor	2
0731	Longer mayoral term!	2
0821	Longer mayoral terms? 3 years?	2
0861	4 year mayoral terms	2
0867	Longer mayorial term	2
0894	Mayor elected for 4 years and councilman for 2 years only --	2
0940	4 year mayor	2
0997	Same structure, but 4 year mayor term	2
1034	4 year term for mayor	2
1035	Extend term of mayor	2
1036	Four-year mayoral term.	2
1077	Longer mayoral term (3 or 4 years)	2
1087	Longer term for mayor.	2
1100	Longer mayor term --	2
1139	Mayor – 4 yr term	2
1141	Four-year mayoral term	2
1193	3 year term of current system	2
1196	4 year terms	2
1235	4 year, appropriately compensated mayor with city council	2
1246	4 year mayoral term	2
1289	4-year mayor	2
1300	Mayor 4 yrs + less councilors	2
1326	4 year term for mayor	2
1337	Longer term for mayor than what we have	2
1364	4 year term mayor 2yr council	2
1366	Longer term mayor	2
1372	Longer term mayor	2
1382	Strong executive mayor w/matching salary w/ "board of directors" city council	2
1420	Longer term for mayor.	2
1539	4 year mayor.	2
1561	4 yr terms	2
1570	Longer mayoral term	2
1573	Maybe 4 yr term for mayor and pay him/her as much as the other high paid city employees- sch. Super., Marshall, PW Director, etc.	2
1586	Mayor's term to be 4 yrs vs. 2 yrs.	2

Respondent ID	Comment	Theme code
1614	Four year term mayor	2
1650	I think the mayor's term should be 4 years	2
1662	4 year mayor	2
1686	More highly paid mayor to attract better candidates	2
1698	Mayor w/ 4 yr term	2
1764	Mayor with greater centralized power, except in the realm of the Budget.	2
1856	4 year mayoral term	2
1862	Longer terms for mayor - 6 years?	2
1903	Strong mayor, weakened city council	2
1941	A 4 year term for mayor	2
1953	Longer term mayor 4 yrs.	2
2010	3-4 year term for mayor.	2
2050	Mayor should have a 4 year term	2
2086	Longer terms for mayor + council	2
2098	At least longer term for mayor	2
2230	Longer term for mayor	2
2274	Term needs to be longer	2
2299	Mayor only - no town council	2
2324	4 year term mayor	2
2341	Mayor - 4yrs; city council – mayor & city council have equal power	2
2347	4 year terms	2
2464	Elected mayor – Four yr term	2
2478	3-4 yr mayoral term	2
2535	Mayor manages city with less interference by council	2
2573	Longer mayoral term	2
2574	Change term of mayor to 4 years	2
2580	Increased term for mayor	2
2590	Longer term mayor paid more	2
2592	4 year mayor & city council – Less councilors	2
2594	A mayor w/ more fiscal power & input	2
2613	Mayor, but with fewer city councilors	2
2615	Longer mayoral term (4 years)	2
2620	4-yr term for mayor	2
2632	3 year term for mayor	2
2637	Longer term mayor/council	2
2665	A four year mayoral term	2
2696	4 yr. term mayor (2 terms max.)	2
2700	An elected council and mayor w/ 4 year term	2
2708	4 yr. mayoral term	2
2743	4 year elected mayor	2
2786	Longer term for mayor	2
2787	Longer mayoral / city manager term	2
2809	A 4- year term mayor	2
2820	Mayor term = 4 yrs	2

Respondent ID	Comment	Theme code
2836	4 year mayoral term	2
2872	Increase the salary to appeal to more people with qualifications	2
2885	4 year term	2
2916	Elect a mayor for 4 years	2
0416	five year mayor/council	2
2915	Mayor & council working together to meet the peoples needs and not their own agendas	2
2923	Mayor and city council members read and assess each proposal as oppose to vote blindly. Ex. Voting on betterment project. Many of the council members never read the proposal before. I could tell from lack of knowledge when asked.	2
1158	Four year term elected mayor & city council	2
C. TOWN MEETING		
0203	town meeting!	3
0225	Town meeting	3
0411	Town meeting	3
0433	Town meeting	3
0747	Town meeting	3
1136	Town meeting	3
2139	Return to town meeting	3
2458	Town meeting structure like W. Newbury	3
1202	Town government	3
2259	Move to a town concept	3
2530	Go back to being a town	3
1757	Town hall type/non city	3
1770	Town hall type of government	3
D. SELECTMEN		
0065	Board of Selectman, no mayor. They choose Head or Town Meeting Members	4
0158	5-Member Board of selectmen?	4
0550	Selet Board	4
1031	Board of selectman.	4
1046	Selectman.	4
1305	Selectman system	4
1341	Bd of Selectmen	4
1751	Town/Selectman	4
1881	Town Selectman	4
2907	Selectmen	4
1685	Town selectman instead of city council	4
E. DON'T CHANGE		
0301	Leave it as it is.	5
0617	Have not heard a good reason yet why it needs to change!	5

Respondent ID	Comment	Theme code
0647	Leave it alone	5
0924	Why change? What we have is the <u>best</u>	5
1499	"Leave well enough alone"	5
1601	If it ain't broke, don't fix it leave the current structure alone	5
1775	Current structure	5
1814	Please leave alone it has worked for over 100 years	5
2179	Not make drastic changes on the water front	5
2372	Keep it as is	5
2827	Keep what we have!	5
F. MAYOR PLUS MANAGER		
0176	Mayor with 4 year term with a professional city manager	6
2377	Smaller Council, Elected Mayor & City Mgr	6
2208	a)Elected mayor 4 years + city manager b) Mayor elected from council 2 years.	6
1522	Ok, but mayor needs to be the chief executive, city council the board, and the manager the operations person.	6
1544	Elected council; Mayor elected with hired City Administrator reporting to mayor.	6
1942	City mgr- figurehead mayor	6
G. MANAGER OR MAYOR		
2850	City manager or longer term for mayor	7
0620	4 yr mayoral term or city manager	7
H. OTHER IDEAS		
0063	Guidance from a cross section of citizens (not just city councilors) on top priorities on the revenue and cost management and services side.	8
0077	"Hold people accountable/ spend wisely"	8
0123	Community meetings more information given to community	8
0173	One w/more accessibility, honesty, and transparency w/ regard to various departments, and the high tax rate.	8
0175	Having members/non conflicting in other words for their self interest be denied on council, if it is so.	8
0315	Eliminating people spending time on fighting about gov. structure and not solving city problems	8
0435	Elected officials do their job	8
0785	Smaller gov't.	8
0855	Less boards	8
0895	Be creative; visit SSA, Google – Get out of the copy mode, you're copying cities and towns that aren't doing it right.	8
1207	Honest people!	8
1678	Improve what we have	8
2031	Need to research alternatives	8
2603	Accountable management team	8

Respondent ID	Comment	Theme code
1755	Council assistant	8
2206	Citizens setting the agenda model true participatory Democracy where public sets the agenda for city - not Business.	8
2233	More citizen input in some areas	8
2285	Plan E with proportional representation	8
2356	Leveraging today's technology to make it more convenient for people to participate	8
0998	2 or 3 co-managers with equal authority, meeting daily and attempting to make decisions according to good sense and popular preference.	8
1412	A town charter, elected board of select man, elected town meeting members, moderator with pro-town manager.	8
0055	Town meeting & city manager	8
0535	City Council (as now elected) and no mayor	8
1408	Elected council without mayor	8
1503	No figurehead mayor, President of City Council would do, We don't need 2 high paid positions.	8
2334	Eliminate "figurehead" - Council with chairperson	8
2652	Elected council - No mayor	8
1630	2 salaries? why?	8
2409	What's figurehead mayor? Paid or not?	8
0154	constitutional monarchy	9
I. MISCELLANEOUS		
0157	Me as benevolent despot	9
0827	The People's Republic of NBPT	9
1211	Liberal Democrat for life	9
1215	Benevolent Dictator	9
1319	Not a very good question. (What should I write dictatorship? And circle 1 or 5?	9
1612	King	9
1613	Sofkoze-kohlkhoze	9
1817	King or Queen	9
1884	Municipal Dictatorship	9
1999	What is this?	9
2119	Changing contradiction	9
2191	Void, void, void	9
2477	King	9
2624	Low income housing	9
2626	Forget it Vogel & Stiles	9
2687	Not sure	9
2258	None	9

GROUPED RESPONSES TO QUESTION 10

July 23, 2010

NEWBURYPORT CHARTER COMMISSION COMMUNITY SURVEY 2010

GROUPED RESPONSES TO QUESTION 10:

A "better" council structure would be _____.

Respondent ID	Comment	Theme Code
A. SIZE/ DISTRIBUTION		
A(1). FOCUS ON SIZE		
0026	Fewer councilors	1
0064	fewer councilors	1
0110	13 that's too many chefs!	1
0122	less councilors-too big	1
0326	fewer councilors	1
0358	I think less members would probably be better.	1
0463	Fewer members!	1
0497	Reduce # councilors to 7	1
0546	Seems to cumbersome "fewer" is better.	1
0550	Less councilors overall	1
0601	Less councilors	1
0621	Less members	1
0651	Too many	1
0674	Fewer members	1
0758	They should have a sixth councilors	1
0783	Less with no pension kick.	1
0914	Eleven is too many, need fewer on council	1
1087	Less councilors.	1
1225	Nine members	1
1306	Eliminate several council members	1
1427	Fewer councilors.	1
1428	Fewer councilors.	1
1500	Fewer people.	1
1696	Five total	1
1698	Less councilors	1
1917	Less, not more	1
2036	Less people	1
2376	Consider smaller council	1
2377	7-9 councilors at most	1
2410	Small city council	1
2423	Less councilors - 11 is overkill	1
2554	Fewer	1
2587	9 total councilors	1

Respondent ID	Comment	Theme Code
2590	Five city councilors	1
2613	Fewer city councillors representing more citizens	1
2620	Fewer councilors	1
2727	7 or 9 councillors - Newburyport is SMALLER than city of Worcester	1
2770	Fewer councilors	1
0913	Less councilor= overlapping term	1
A(2). SIZE/ COMPOSITION: WANT AT-LARGE ONLY		
0004	7 at large	2
0082	all councilors elected at large	2
0136	all at large, reduced to 7	2
0450	All at large	2
0594	5 at-large councilors elected citywide.	2
0642	6 or 7 at large	2
0707	7 at large.	2
0833	All @ large	2
0911	To reduce size of council - perhaps all at-large	2
1065	All at-large-councilors should be working for good of city overall.	2
1007	All at-large	2
1031	All "@ large."	2
1382	At large only; wards have outlived usefulness	2
1523	5 at large.	2
1569	All at large	2
1577	Only at large councilors.	2
1578	5 councilors elected citywide	2
1812	All at large seats	2
1984	7 at-large councilors	2
1994	All at large	2
2323	5 at large councilors	2
2324	6 at large	2
2369	Eliminate ward councilors	2
2402	3 at large	2
2690	All councilors should be at large	2
2858	9 at large councilors	2
2907	All councilors elected at large	2
A(3). SIZE/ COMPOSITION: WANT WARD ONLY		
0220	Six elected ward	3
0314	six elected ward councilors.	3
0498	No at-large councillors	3
1005	Just ward councilors - One set of councilors eliminating the at large group.	3
1291	1 Rep/Ward only	3
1632	fewer councilors, mayor 5 or 7, no "at large" councilors.	3
1867	No at-large	3
1613	No at-larges - more wards	3

Respondent ID	Comment	Theme Code
1937	Eliminate the at large councilors	3
1993	Get rid of at-large councilors + keep city counselors – Same \$	3
2021	Smaller, just the six elected from the wards, no at-large.	3
2450	12 elected ward members	3
2466	Just elected ward	3
2752	Eliminate @ large councilors	3
A(4). SIZE/ COMPOSITION: WANT WARD AND AT-LARGE		
0077	4 elected Wards, 4 at large councilors	4
0117	4 wards, 3 at large	4
0134	7 total- 4 wards/3 at large	4
0141	Ward councilors + 3 at large councilors	4
0176	Six elected and one(1) at large councilor	4
0309	6 ward- 3 at large.	4
0323	Less at large councilors	4
0382	less at large councilors.	4
0406	6 ward, 3 at large elected	4
0413	3 at Large, 6 ward	4
0426	Less at large Council seats	4
0551	Six ward and 3 at-large	4
0578	6 + 3 at-large	4
0617	Perhaps 3-ward, 6 at large w/ staggered terms	4
0630	Fewer at large members	4
0729	Fewer at-large	4
0731	6+3 = 9 TOTAL.	4
0753	6 ward 3 at large.	4
0757	To have a few more wards and ward councilors + fewer at-large councilors. I've written to Greg Earls and never heard back from him. His ward is too big. Market Square should be separate ward by itself. We downtown tenants don't feel "represented" at all!	4
0924	Keep ward councilors at large councilors only two	4
0952	One per ward and 3 at-large(fewer councilors)	4
0970	Ward councilors + 2 at large	4
2287	Fewer councilors, specifically at-large.	4
1035	Fewer at large councilors	4
1047	6 ward 3 at-large.	4
1056	6 elected ward + 3 at large.	4
1131	6 & 6	4
1198	6 ward – 4 at large and the mayor if you use #5	4
1235	Not sure, do we need so many wards? And one at large seems sufficient	4
1255	1 at large!	4
1265	7 ward councilors(split ward 6) 4 at large	4
1316	Six elected ward and two elected at-large	4
1351	Six from each ward; 2 city wide	4
1356	6 ward, 3 at large	4

Respondent ID	Comment	Theme Code
1357	6 ward, 3 at bay	4
1410	7 wards 4 at large west of Rte 95 should be 1 ward.	4
1439	6 ward w/ 3 @ large.	4
1516	Too many councilors! 4 ward and 2 at large.	4
1564	5 wards 1 at large	4
1601	6 elected ward, 1 councilor @ large	4
1764	No more than nine councilors, ie., 6 ward + 3 at large or decrease number of wards to 4 and 3 at large for a total of 7 would be best.	4
1790	Two less at-large councilors	4
1856	One at large councilor	4
1903	Smaller – 9 councilors – 3 at large	4
1926	Fewer “at large”	4
1932	5 ward & 2 at-large councilors	4
1942	At large councilors – 4 years. Ward councilors – 2 years.	4
1946	To have equal number of ward and at large councilors	4
2008	6 ward + 3 at large	4
2009	6 ward + 3 at large	4
2167	Fewer at large – Create Accountability!	4
2227	Reduce at large number	4
2250	Increase elected ward to 8 decrease at-large to 3	4
2355	Fewer at large councilors	4
2398	[...might be] 5 ward 4 at large	4
2422	(6) ward (3) at large	4
2461	Fewer at large councilors, 3 would be a good number.	4
2484	8 wards, 3 at large redistricted to eight wards with 3 at large in a government structured as in (2) above.	4
2501	No need for 5 – at large councilors	4
2517	6 wards – 2 at large	4
2535	6 ward - 3 at large	4
2539	1 elected ward councilor mated to a council @ L. 6 elect ward councilors and 6 councilors at large + 1 council at large.	4
2592	Only 2 or 3 at-large councilors along with ward councilors	4
2594	One w/ fewer at-large councilors	4
2605	6 and 6	4
2651	Only one at large councilor	4
2721	More elected ward councilors - Less at large	4
2733	3 ward - 2 at large - too many people - more than Boston.	4
2778	5 ward and 2 at large councilors	4
2809	To reduce the number of at large councilors	4
2924	6 ward 2 at large	4
2950	6 elected ward, 3 at large or even 1 at large	4
B. PLUM ISLAND		
0103	Plum Island should be a separate ward.	5

Respondent ID	Comment	Theme Code
0681	Plum Island should be its own ward	5
2329	I do not feel that Plum Island has a good representative	5
2334	Need real representation for Plum Island! Currently ineffective and unbalanced	5
2744	An extra ward for Plum Island	5
C. SELECTMEN		
0411	Board of selectman	6
0433	5-9 selectmen	6
0856	Board of Selectman	6
1412	3 member board of selectmen staggered in 3 yr terms.	6
1685	Selectman	6
2149	Selectman	6
D. TERMS		
0069	Limit the time served.	7
0153	Staggered terms so whole council isn't new each year.	7
0241	someone rotates every year	7
0536	Staggered terms for councilors with 4 year terms.	7
0646	Staggered terms	7
0759	Limit members to 2 terms per lifetime.	7
0894	Elected for 2 years only	7
1185	4 year terms – Staggered years	7
1594	Staggered 4 yr terms	7
1641	4 year term too	7
1842	Staggered 4 year terms, 5 or 7 councilors.	7
1877	Staggered terms(five councilors) four years	7
2119	4 year term	7
2159	Term limits	7
2313	Staggered terms(five councilors) 4 years	7
2637	Staggered 4 year terms	7
2911	City council should be <u>limited</u> to two terms	7
2626	2 year terms ward - 4 year terms at large	7
E. DON'T CHANGE		
0647	Leave well enough, alone	8
1499	Leave current systems in place!	8
1643	It's fine as is	8
1814	Please leave - it worked for over 100 years	8
2179	Its ok as is	8
2391	None Keep it the same	8
F. NO COUNCIL		
0210	No council!	9
2299	Eliminate it.	9

Respondent ID	Comment	Theme Code
0855	None	9
2258	None	9
2417	None	9
2829	None	9
G. OTHER		
1039	More councilors and councilors to represent the down town.	10
1678	Rezone the city make ward "6" beyond RT 95	10
1945	We should have 3 wards. Ward 1 – Ward 2 – Ward 3	10
2786	Councilors more responsible to wards.	10
0154	One person w/ all the authority	10
0173	One more representative of the current population w/ additional citizen councilors and citizen input to budget.	10
0274	No medical benefits for retired council members	10
0315	Focus on improving community + eliminate positions who focus on structure.	10
0435	Better spread of people running for office	10
0486	Town structure	10
0540	Less bickering, more progress	10
0612	Based on city population	10
0692	Less fighting between council + mayor	10
0860	One that gets along!	10
0895	Horizontal team approach	10
0928	Adjusted based on population	10
1207	Honest people!	10
1208	Good that these people are elected rather than appointed.	10
1211	Democrat dictatorship	10
1411	but would be open to other ideas.	10
1434	Ok	10
1527	More people elected and serving at a town meeting forum	10
1611	Fired	10
1751	Require council to solicit ongoing updates on city projects from boards as well as employees and require feedback	10
1817	House of Lords	10
1840	8 elected, 3 appt	10
1999	What is this? RE: Better	10
2031	Need to research alternatives	10
2186	Present some options to us	10
2191	Not void, void, void	10
2200	Based upon the needs and requirements of the community <u>today!</u>	10
2206	Real Participatory Democratic model to make city go green + ways to ease \$ burdens of people not business as usual.	10
2212	Councilors that don't make unilateral decisions but work with constituents.	10
2243	Qualified members to elect	10
2259	Move to town concept - we all vote.	10
2317	What would it be?	10

Respondent ID	Comment	Theme Code
2356	Elected officials that each represent a key component of the city(infrastructure, health, education, quality of life)	10
2456	Not enough knowledge to suggest	10
2528	Special member for Senior Services	10
2611	Elected officials that listen & represent the voters	10
2707	Explore possibilities	10
2735	Create additional wards as town grows	10
2794	Reorg by size of population	10
2856	Have to think about it.	10
2908	Town council - Town meeting	10
2923	At large should be composed of best candidate from anywheres.	10