



Watertown City Council

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6470

ELECTED OFFICIALS:

Mark S. Sideris,
Council President

Vincent J. Piccirilli, Jr.,
Vice President &
District C Councilor

John M. Airasian,
Councilor At Large

Caroline Bays,
Councilor At Large

John G. Gannon,
Councilor At Large

Anthony Palomba,
Councilor At Large

Nicole Gardner,
District A Councilor

Lisa J. Feltner,
District B Councilor

Emily Izzo,
District D Councilor

COMMITTEE ON PERSONNEL AND CITY ORGANIZATION MEETING

WEDNESDAY, APRIL 13, 2022 AT 6:00 PM

**PHILIP PANE LOWER CONFERENCE ROOM, GROUND FLOOR
ADMINISTRATION BUILDING, 149 MAIN STREET**

AGENDA

1. Call to Order
2. Meeting Discussion - Action
 - A. Continue the Discussion Regarding the Creation of the Position of City Council Analyst
 - B. Discuss and Recommend Council Compensation
3. Adjournment

Watertown City Council
149 Main Street, Watertown, MA 02472
Committee on Personnel & City Organization
Meeting Minutes of Monday, March 14, 2022

The purpose of the meeting was to discuss the development of the job description for a City Council Analyst to be hired in accordance with Watertown's revised city charter.

Present were Councilors Caroline Bays, Chair, John Gannon, Vice-Chair, and Nicole Gardner, Secretary, Councilor Tony Palomba, Councilor Vincent Piccirilli, City Council President Sideris, and resident Jacky Van Leeuwen

Chair Bays called the meeting to order at 6:37 pm.

Chair Bays began by handing out two documents. The first was a compilation of the suggestions received from the City Councilors on what the responsibilities of the role should be, the skills that the new hire should have, and the parameters of the role. (Attached) On that document, areas for discussion where there was no natural consensus among the councilors are highlighted in red. The second document is a comparable job description from the City of Bellingham, Washington, sent in by Councilor Gardner as a source of ideas.

There was broad consensus among the PCO Committee members and other councilors present on the appropriate responsibilities for the role, as reflected in the suggestions submitted to the PCO. They are:

- **Research and analysis.** The analyst will conduct primary and secondary research in support of Council Committees or the Council in its entirety, for the purpose of developing ordinances or policies for Watertown, including research on rules & ordinances used by other municipalities, municipal public policy, regulations, best practices, and emerging practices. Once the analyst has analyzed their findings, they will document and/or present their findings and implications to the relevant Committee or the Council. It was agreed that research tasks can be requested by a committee chair, but assignments will go through the council president or designee. If an individual councilor wants research support, however, then the request must be brought to the full council to be approved in order for the work to be assigned.
- **Drafting legislation.** The analyst will prepare draft language for ordinances and resolutions, under the direction of an appropriate committee chair as designated by the Council President.

- **Communicating with the Council.** The analyst will attend Council and Committee meetings as directed and will be responsible for keeping committee chairs up to date on projects they are working on.
- **Communicating with others.** The analyst will be expected to develop collegial working relationships with City Administration employees and Watertown Boards, Committees & Commissions. They will be expected to develop relationships with relevant professional organizations such as MAPC and MMA, and with peer staff in other municipalities. They will not communicate with constituents or get involved with local advocacy groups.
- **Budget.** The analyst should support the BFO by researching, reviewing, and assisting in the drafting the Capital Improvement Program recommendations, and in compiling, researching, and assisting in drafting the Budget Policy Guideline recommendations.
- **Explicitly excluded from the role:** constituent services, work for individual councilors, administrative tasks that are the responsibility of the Council Clerk, and tasks that are the responsibility of the City Administration

There was broad consensus on the skills and experience required for the position, which are:

- Experience in primary and secondary research, data analysis and interpretation, and data visualization
- Strong verbal and written communication skills, including crafting compelling and data driven narratives
- Good working knowledge of standard computer programs and productivity tools used in business, i.e. word processing, spreadsheets, slide writing, cloud-based file management
- Strong organizational skills and self-management skills; a high degree of initiative
- Capable of developing Collaborative and Collegial working relationships across all diverse stakeholders

There was broad consensus on the experience desired for the position, which is:

- A Bachelor's degree
- A minimum of 2 years of relevant experience, such as working on legislation, policy and programs at a municipal, state or federal level, familiarity with municipal budgeting processes, or familiarity with municipal, state or federal law
- A Master's degree a plus

After some discussion, the Committee agreed the job parameters would be as follows:

- The title (pending benchmarking) will be Municipal Policy Analyst
- Full-time position preferred, but with flexible hours to ensure the analyst can attend committee or council meetings as needed
- Confidential non-union position, salaried and exempt, with a full benefits package
- Reporting to the City Council President or designee; may report to other councilors in their capacity as Committee Chairs, when instructed to do so by the Council President
- Report daily to the City Hall; not a remote or hybrid position
- Salary to be determined based on benchmarking similar positions and/or getting advice from relevant organizations such as MMA, and commensurate with experience.
- Salary to be set by ordinance
- The analyst will have a six-month probationary period followed by a review, and assuming a full-time appointment, will then receive annual reviews

The Committee affirmed that we are an Equal Opportunity / Affirmative Action employer. Females, minorities, veterans, and persons with disabilities are strongly encouraged to apply.

Next, the Committee reviewed a job description for a similar role from the City of Bellingham, Washington, and discussed the additional job duties noted there which were not on our list. Coming out of this review the Committee agreed that no additional duties should be added.

Next steps will be to draft a job description, and benchmark job titles and compensation.

At 8:26 p.m. the Committee voted unanimously to adjourn.

Respectfully submitted by Nicole Gardner, Secretary

Combined feedback on Analyst Position

Job Responsibilities - What work do you envision this person doing? What would the responsibilities and tasks of this job be on a day-to-day basis? What type of major work streams or projects do you envision being assigned to the analyst?

Research

Research topics that the members of the Council or members of a Committee are discussing or that individual councilors would like to address. This could be researching what other cities and towns in the nation are doing around electrification of city vehicles and contracted vehicles. Or it could be as simple as how many other cities and towns have a triple AAA rating. - *Palomba*

I would envision this person being able to research both general laws and city ordinances. - *Izzo*

Researching both general and municipal law. - *Airaisian*

I also would like to see the analyst be able to research surrounding communities rules and ordinances. For instance with the proposed snow shoveling ordinance, it would be helpful to have the analyst be able to explain Newton, Belmont and Waltham etc. to the Council. - *Izzo*

Look into other cities and towns' rules and ordinances. - *Airaisian*

Being able to retrieve feedback from other cities and towns on applicable rules and ordinances and relay that information to the proper Councilor or person who assigned the task. - *Airaisian*

Undertake policy-oriented research projects as assigned, with periodic updates and with draft reports (as noted in Charter), *Feltner*

Gather resources for council committees on the subjects they are working on. Examples are researching what other cities and towns are doing to address diversity and equity issues, climate change, and compensation for city councilors. - *Sideris*

Undertake research projects as assigned, periodically updating supervisors of progress on research projects, and produce draft reports. - *Gannon*

I would prefer to have this position as a resource where we can ask questions and get thorough research on proposed rules and ordinances. - *Izzo*

If I had a question about a proposed policy I would picture myself starting out by asking the analyst to do some preliminary research and continuing to further research as we move along on a project. - *Izzo*

Co-create and manage public policy initiatives; - *Gannon*

Drafting legislation

Gather existing legislation from cities and towns, nationally and locally, and draft a series of ordinances or resolutions that might be used in Watertown. *Palomba*

Drafting of legislation: various Committees have met over the past few years to tackle large issues which could be brought to fruition more easily, and more quickly, with an Analyst who could perform research, compile benchmarking analyses, and assist in drafting recommendations for Committees to review. - *Piccirilli*

Present information and communication with the council -

The Analyst should provide consistency and professionalism in the work output of the Council, by providing a framework for collecting, organizing, and presenting information to the Council and its Committees, so they can more effectively perform their legislative and oversight duties. - *Piccirilli*

When requested, speak at CC meetings and Committee meetings. *Palomba*

The analyst should keep us up to date on budget and other issues, and send regular communications to councilors on the projects they are working on. - *Gannon*

They would also help provide clear scope of work for proposed project/s, *Feltner*

The Analyst should attend Council and Committee meetings as needed so there will need to be flex hours. - *Piccirilli*

Reports of their findings should go to the council. - *Sideris*

Communication/Communicating with constituents and town allies/employees

Help in identifying and communicating with constituency groups, and build relationships with other allied organizations -. *Feltner*

Budget

Budget & Fiscal Oversight Committee – Capital Improvement Program research, review, and assistance in drafting recommendations. As Chair I personally spend about 40-50 hours each year in preparing this for the Committee. - - *Piccirilli*

Budget & Fiscal Oversight Committee – Budget Policy Guidelines – compilation, research, and assistance in drafting recommendations. As Chair I personally spend about 30-40 hours each year in preparing this for the Committee. - *Piccirilli*

Original conception to help with how we budget our resources - Sideris

Miscellaneous

Responsible for becoming familiar with how Watertown government operates, how departments are organized and the specific responsibilities of each department. *Palomba*

Provides advice and instruction regarding the Town's operations to interested parties, including without limitation municipal officials, legislators, and state and federal agencies. - *Gannon*

Qualifications - What relevant experience (i.e. education, work history and other qualifications) would be required for the position?

Verbal/written/communication skills

Should be able to summarize and present his/her information clearly in writing and verbally to the members of the Council - *Palomba*

Candidates should have both excellent communications skills (both in public speaking and written communications) - *Piccirilli*

Excellent verbal and written communication skills - *Gannon*

Demonstrated ability to gather relevant information from trusted and accurate sources to prepare internal analysis, translate findings into compelling and data-driven narratives and/or visual presentations, including for final public reports. *Feltner*

Demonstrated ability to communicate effectively, with experience in research design, methods, and interpretation; skills in data analysis and visualization. *Feltner*

Computer experience

Mathematical analysis using spreadsheets. - *Piccirilli*

Working knowledge of Word, Excel and similar office technology. - *Gannon*

Education

A bachelor's degree, preferable, a master's degree in government, municipal law, political science, or related fields. - *Palomba*

I believe at a minimum candidates should have a Bachelor's degree, and relevant work history. - *Piccirilli*

At the minimum they should have a bachelors degree - *Izzo*

A Bachelor's degree in a related field may be substituted for a maximum of two (2) years of the required experience or A Master's degree or higher in a related field may be substituted for a maximum of three (3) years of the required experience- *Gannon*

Typical descriptions for this type of position include: -Bachelor's degree in public administration, public policy, statistics, or related field. *Feltner*

Municipal/policy Experience

Some type of municipal experience should be required.- *Sideris*

At least 2 years of experience working on local, state, or federal legislation, policy and programs, including a minimum of 1 year of recent direct experience working with city, state, and/or federal legislators and legislative staff, municipal and state agencies, and state and local officials.- *Gannon*

Knowledge of inner workings of federal, state and/or city government; policymaking and budgetary processes. Familiarity with current US and Massachusetts public policy context-
Gannon

Basic, not extensive, knowledge of state municipal law and legislative practices and the ability to interpret such so as to provide councilors with options. - *Palomba*

Someone who considers themselves a "generalist" but also may have an expertise in one or more areas such as climate policy, economic development, or housing. - *Palomba*

I would think someone who is a researcher for either a committee at the state or federal level.-
Izzo

Interest and experience in municipal, state or federal law. -*Izzo*

Knowledge of or ability to comprehend state and local budgets. - *Gannon*

Working knowledge of state and local public policy matters. - *Gannon*

A minimum of 10 years work experience in government, academia, or in organizations, as a writer or researcher, that serve as a resource for local and state governments, such as MMA, MAPA, Route51, etc. - *Palomba*

Organizational skills

Ability to multi-task, [prioritize] and be organized. At the same time the PA should be able to recognize and communicate when the requests for information and research are unrealistic. - *Palomba*

The Candidate needs to be a self-starter and independent worker, and needs to be able to figure out what we want, how to do it, and what the best format is to present the information. - *Piccirilli*

Strong time and project management skills, ability to stay organized, establish and stick to key priorities, and deliver strong follow-up across multiple competing demands, timelines, and components relating to Town Council priorities. - *Gannon*

Ability to think strategically. - *Gannon*

Ability to demonstrate initiative and can work both collaboratively and independently - *Gannon*

People skills

Ability to establish and maintain strong working relationships with Town Councilors and other Council employees, Administration senior and junior staff, state legislators, municipal policy organizations, residents and other community stakeholders and partners. - *Gannon*

willingness to learn and ask questions. - *Gannon*

Can work both collaboratively and independently - *Gannon*

I think the candidate for this position should be able to demonstrate the ability to work on various projects for different councilors. - *Gannon*

Demonstrated ability to work independently as well as part of a team. *Feltner*

Preferred demonstrated ability to build effective relationships across diverse groups. *Feltner*

Job Parameters - What reporting system do you envision? Who should the employee report to? How does work get assigned to the analyst? Who is responsible for managing the employee's workload, addressing time management, and providing feedback to the analyst?

Office/Remote work?

Ability to work in-person regularly at our office in Watertown. - *Gannon*

Supervision

A good employee would appreciate supervision, someone s/he can turn to review the status of their projects, evaluate their timelines, and generally support their work. I would suggest a phone call or meeting every two weeks. - *Palomba*

The candidate cannot have 9 bosses, there needs to be one person who can meet regularly with the PA to check-in, offer suggestions, and address any problems that might arise and hear and consider suggestions from the PA on how operations can improve. - *Palomba*

I would suggest either Councilor Bays who is the chair of the Committee on Personnel and Town Organization or Councilor Gardner who has extensive professional experience in the field of human resources. Either person should consult with President Sideris when there are issues that cannot be resolved between the PA and an individual councilor. Either of these councilors should also be responsible for approving time and related employee requests. - *Palomba*

Perhaps the Vice President of the Council should be assigning the work to the analyst and Vice versa. Just coming straight from the individual Councilor is a possibility, however, one issue I can envision is that the analyst may feel overwhelmed at times if there is no system in place. - *Airaisian*

I think the analyst should report to the council president. I would think the analyst would get assigned work as it comes in and as questions arise through the year. - *Izzo*

I would think the council president would be able to manage the workload and provide feedback to the analyst. - *Izzo*

The Analyst should report to the President, like the Council Clerk, as there needs to be a single point of supervision for the employee for timesheets, vacation, etc. - *Piccirilli*

The most effective way for the Analyst to be assigned tasks would be at the direction of the Council, which may be done two ways:

- a. Committees could request the Analyst provide assistance for a matter referred to the Committee. The Committee would use its discretion to outline what tasks were needed and a format and timeline to support its referral.
- b. The Council could make a direct request of the Analyst by vote.
- c. There are some recurring annual tasks, typically budget related, that the Council can assigned to the Analyst on an ongoing basis. - *Piccirilli*

Assignments and managing workload should go through President or designee. 9 people dictating assignments will not work.- *Sideris*

All items should be filtered through council clerk to keep things on record.- *Sideris*

I think there should be a standing committee of councilors to work with the analyst on issues such as assignments given by individual councilors, prioritization of projects, deciding whether individual councilor requests are too time-consuming, and/or overly comprehensive and irrelevant to Council priorities.- *Gannon*

Reports to the full Council by way of the Council President, with research projects undertaken as assigned/by majority vote, and possible referral to relevant Council Committee/s. - *Feltner*

Full-time vs part-time (no consensus)

I believe the position should be full-time as I think it will be hard to attract a qualified candidate part-time, unless there is a qualified individual who prefers to work less than full-time. - *Piccirilli*

There will need to be flex hours. - *Piccirilli*

I would strongly suggest this begins as a part time position with hours added as needed. - *Sideris*

I think this analyst capacity could be fulfilled with consultant/s vs. a single appointed person, *Feltner*

Salary

The Analyst should have the salary set by ordinance, like the Council Clerk. - *Piccirilli*

Pay them a decent salary as opposed to hiring a student out of college - *Izzo*

Performance Review

The Analyst should have an annual performance review, like the Council Clerk. - *Piccirilli*

Miscellaneous

I think the position should have the title of Research Analyst, or Town Council Research Analyst to provide a more accurate descriptive job title than, simply, Analyst - *Gannon*

One of the challenges for the PA is to be able to manage, with supervision, the personalities of nine councilors as well as the leadership of the Administration. She/her will need to build a working relationship with existing senior Administration staff while remembering they are an employee of the City Council. Finally, the PA will need to develop a professional working relationship with Marilyn. Therefore, I think Marilyn should be allowed to sit in on the interviews with the three finalists. There should be a six month evaluation period for the PA to determine whether the Council feels or the PA feels it is a good fit. - *Palomba*

I believe it is important to delineate that the role of the Analyst is to support the Council, not individual Councilors, consistent with the language of Section 2-7(c):

- a. The Analyst should not act as legislative aide to perform tasks at the direction of individual Councilors.
- b. The Analyst should not be performing constituent services for individual Councilors.
- c. The Analyst should not be performing administrative tasks that fall under the responsibility of the Council Clerk.
- d. The Analyst should not be performing tasks that fall under the Administrative branch of City government. - *Piccirilli*

I would not want to see the analyst become a legislative aide who has to schedule everything for the council and deal with constituent inquiries. -*Izzo*

May also result in advancing sustainability and cost savings for Watertown. -*Feltner*

Candidates should be prepared to provide examples of the type of work they have done. - *Piccirilli*

An Equal Opportunity / Affirmative Action Employer. Females, minorities, veterans, and persons with disabilities are strongly encouraged to apply.- *Gannon*

Research Analyst position

Coordinates and carries out research on key policy areas assigned by the Watertown City Council; coordinates approaches to policy formation, approval and adoption.

Responsible for providing professional assistance to the Watertown City Council **with long-and-short-range planning**, research and analysis in the areas of policy development and fiscal oversight.

Researches and provides independent judgment in analyzing complex or unique problems, issues and situations; **develops and justifies recommendations and findings**.

Writes ordinances and resolutions and takes them through all aspects of the legislative process.

Conducts fiscal analysis of programs and supports Council in its consideration of the City budget.

Includes evaluation of proposed actions based on the Watertown Municipal Code, multi-jurisdictional relationships, State legislation and federal laws.

Serves as liaison to other community stakeholder groups and entities, including other bodies of government and the nonprofit and for-profit private sector.

A high level of discretion and sensitivity is required in performing the work.

May also be assigned special project work by the City Council.

Reports to City Council President.

- Works in consultation with other City staff, City legal advisors and staff of outside agencies.
- Works independently under the guidance of City policies and procedures and various local, state and federal statutes and regulations.

ESSENTIAL FUNCTIONS OF THE JOB:

1. Legislation and Amendments: Researches and drafts innovative ordinances and regulations related to a diversity of topics, such as environment and sustainability; transportation planning; urban growth issues and other policy areas as assigned. Manages ordinances or resolutions through the legislative process, including: research, analysis, writing, and design of materials needed to inform a decision; presentation before Council, legislative and advisory bodies, and community groups; revision of ordinances in response to Council direction, etc.

2. Policy Research & Development: Under direction of City Council President or an identified Councilor,

- Researches and analyzes potential Council initiatives or policies, summarizes and presents findings.
 - Conducts short-term research projects for individual Council members.
 - Networks with all sectors, including content experts, in defining best practices, community needs and collaborative policy solutions.
 - Identifies, researches, organizes, and synthesizes both qualitative and quantitative information for City Council. Sources may be City, County, State and federal law, as well as existing programs from other jurisdictions.
 - Considers City department needs and contributions during policy formation.
 - Evaluates possible long-and-short range effects on policy; financial and budgetary ramifications; and relative risks of potential legislation. Decision-analysis reports to Council will include options, impacts and pros and cons of each option.
 - Reports issues and progress and confers with elected officials and staff regarding policies.
3. Fiscal Oversight: Provides analytical support to the Council in its annual consideration of the City Budget. Conducts fiscal analysis of policies or programs and develops program or policy specifications.
4. Public Outreach: Provides outreach to key constituencies, reports feedback to the City Council and assists with the formation of municipal strategy on matters relevant to ecological, economic, development of human capital and preservation of local culture.
5. Special Issues Liaison: On behalf of and as assigned by the City Council, serves as liaison for City-wide/interdepartmental or inter-jurisdictional issues. Leads or participates in internal and external committees with other City staff, Council, other agencies and citizens.
6. Strategic Planning: Participates in City Council policy discussions and strategic planning. Provides support for the Council in annual strategic planning processes. May work with Chief Engagement Officer (under direction of Council) to effectively coordinate communication of City priorities, policy ramifications or the means for public involvement in policy formation or special projects. Attends meetings to remain current on information about City initiatives and major projects when necessary.
7. Legal Issues. Identifies legal questions and presents it to chair or relevant councilor, refers to legal counsel and incorporates legal advice and opinions into policy analysis and recommendations to Council.
8. Self management of schedule and work products: Manages assigned projects and tasks, assuring timely completion. Prepares and presents work products and recommendations to Council members, committees and others as appropriate through oral summaries, written

reports and computer-generated software programs. Develops management processes and reports necessary to provide information to the Council and manage the work activities of the position.

PERFORMANCE REQUIREMENTS

Working knowledge of:

- Principles and practices of public administration and policy analysis; research methods and techniques.
- Various public entity best practice models, their applicability and efficacy for Watertown.
- Mathematical principles sufficient to perform statistical, financial and economic analyses.
- The role of the legislative branch of City government; state and local government agencies including special purpose and general purpose governments.
- Principles of planning, time management, project coordination and management, facilitation group dynamics, and program and process evaluation.
- Computer software programs and applications at an advanced level including word processing, spreadsheet, database and presentation software as well as operation of standard office equipment.

Skills:

- Excellent interpersonal skills for establishing and maintaining effective working relationships with the private sector, neighborhood leadership, citizens, elected and appointed City officials and staff.
- Demonstrated excellent written and verbal communications skills, including skill in preparation of various materials for publication and/or dissemination.
- Problem analysis and decision-making.
- Excellent planning, organizing and time management skills.
- Research, analysis, and program planning and evaluation skills.
- Proficient in use of word processing, internet, and other technology applications needed to carry out professional work.
- Meeting facilitation and conflict mediation skills.

Ability to:

- Conduct self in an ethical, professional and respectful manner at all times.
- Establish, facilitate and maintain productive, cooperative and effective working relationships with City departments and staff; elected officials; stakeholders; citizens and general public; and staff of other agencies; demonstrating discretion, respect, diplomacy and tact.
- Articulate the City's goals and constituent concerns and goals in an understandable and appropriate manner for the particular audience.
- Prepare and make presentations in a persuasive and informative manner.
- Facilitate the efficient conduct of business meetings and committee work, whether as leader or liaison.
- Adapt and be flexible.
- Analyze and evaluate economic, political and social trends, impacts and consequences of legislative policies and actions.
- Assess the relative advantages and disadvantages of alternative courses of action.
- Plan, organize, and work independently without immediate supervision; exercise good judgment to determine when independent action is appropriate and when to refer situations to a higher authority.
- Communicate effectively, both verbally and in writing; initiate, compose and/or edit correspondence, records, narrative and other reports and documents in a manner which can be understood by non-technical listeners and readers.
- Organize facts and present findings, conclusions and recommendations in a clear and logical manner; prepare clear and concise reports.
- Work effectively in a multi-task environment; take appropriate initiative; develop ways to improve and promote efficient work methods.
- Maintain consistent and punctual attendance.

EXPERIENCE

- Experience in a similar legislative or executive staff role highly desirable. Any combination of education and related experience that provides the required knowledge, skills, and abilities to perform the job will be considered.
- Bachelor's degree in planning, environmental science, public administration or related field, required; Master's degree in public administration, communications, community organizing, environmental science, health and human services or related field, or other additional advanced training desirable.

- Prior professional-level experience in public policy work, including two (2) years of experience with community group processes, negotiated collaborative projects and processes, including working with complex, sensitive issues and developing collaborative, creative solutions to problems.
- Proven record of customer service excellence.
- Ability to attend meetings outside of normal office hours including early mornings, evenings and weekends.

City		County	Form of Government			Founded	Population	Salary	Budget	Notes	
Malden	City	Middlesex	Mayor-council	5.1	5	1649	66,263	5,000	188 million		
Braintree	City[4]	Norfolk	Mayor-council	14.6	13.8	1640	39,143	7,500	145 million		
Watertown	City[4]	Middlesex	Council-manager	4.1	4	1630	35,329	7,500	160 million		
Methuen	City[4]	Essex	Mayor-council	23	22.2	1725	53,039	10,000	170 million	chair 15,00 vicechair 12,500	
Taunton †	City	Bristol	Mayor-council	48.4	46.7	1639	59,408	10,000	162 million		
Weymouth	City[4]	Norfolk	Mayor-council	21.6	16.8	1635	57,437	10,000	183.6 million	president - additional 1,000	
Marlborough	City	Middlesex	Mayor-council	22.1	20.9	1660	41,793	10,664	173 million		
Peabody	City	Essex	Mayor-council	16.8	16.2	1868	54,481	11,016	163 million		
Woburn	City	Middlesex	Mayor-aldermen	12.9	12.7	1642	40,876	11,150.00	160 million		
Beverly	City	Essex	Mayor-council	22.6	15.1	1668	42,670	11,733	144 million		
Medford	City	Middlesex	Mayor-council	8.7	8.1	1630	59,659	29,360	191 million	president - 32,000/vp 30,000	