

The Plan by Linda Morad

Prepared to Be Your Mayor

At certain times throughout New Bedford’s history, its citizens have had to successfully weather difficult economic and financial times. In spite of those difficult times, the city’s government leaders and the citizens were able to take the necessary steps to provide a better life and a better future. Today we must once again face similar difficulties. The residents of our city must rely on cooperation, community, careful financial planning and bold leadership to lift our city and its people.

Linda Morad has the experience to provide the leadership we need to secure a strong future for ourselves and our children. She is committed to leading and governing without adding financial burdens to the taxpayers. Everything begins with building a financially strong city government. The city can then begin to build our future with safe neighborhoods and public involvement; with opportunities for economic growth and job creation; with a system that educates our citizens second to none.

Linda Morad is prepared to be New Bedford’s Mayor.

This is her plan.

LINDA
MORAD
MAYOR



Linda is prepared to be your Mayor because she has spent a lifetime working toward this goal. Interacting, listening and working on behalf of others, Linda has demonstrated her ability and determination to lead New Bedford through these tough times with fiscal competence



Linda believes that efficiency, accountability and common sense approaches to fiscal management are the keys to financial strength.

Budget and Financial Reform

Linda Morad believes that every aspect or function of local government, whether it is public safety, education, roads and infrastructure or economic development cannot be adequately provided unless the city is operating from a position of financial strength. Everything suffers unless the city is financially strong. She strongly believes also that NO government achieves financial strength by taxing its citizens to death. She believes that efficiency, accountability and common sense approaches to fiscal management are the keys to financial strength.

Linda Morad has spent 8 years in municipal government as a city councillor working to lower taxes, eliminate waste, and build financial strength. Her experience has prepared her to bring an approach to municipal budgets that will transform the way city government operates.

Full Budget Justification Approach

The city's budget is separated by department. Each department in city government has a budget. Every year when making its' budget, the department head begins with the amount that was approved in the previous year's budget. The department head then decides whether they want to seek an increase in the new budget over last year's amount. The department head then attempts to justify the amount of the increase and the Mayor decides if the increase is approved or not.

...every dollar of a department's budget must be justified. No amount is taken for granted. No amount is automatic.

Linda Morad believes that this approach causes budgets to become over-inflated due to insufficient scrutiny on the expenses made in previous years. Linda Morad rejects the idea that money should be spent next year for the sole reason that it was spent last year and the year before.

Under Linda Morad's Full Budget Justification Approach, every dollar of a department's budget must be justified. No amount is taken for granted. No amount is automatic. Department heads must be prepared to show that every dollar is needed for the year it is being proposed. With the Full Budget Justification Approach, departments will no longer begin making their new budget with last year's amount; instead they will begin making their new budget at \$0.

Before the budget even gets to the Mayor, the department head will have already thought about every dollar and which amounts can be justified and which amounts cannot. Department heads will be empowered to submit leaner budgets with tax dollars being spent in necessary and efficient manners and will be held accountable for scrutinizing their own budgets.

As Mayor, Linda Morad will provide each department the opportunity to justify every dollar proposed in his/her budget, and explain exactly how

that budget will enable the department to deliver exceptional services to the citizens and businesses of New Bedford in an efficient manner.

In addition, Linda Morad is committed to partnering with the City Council to ensure collaboration and transparency during the budget process.

Efficiency reward approach

Currently municipal finance works in a way that penalizes departments that operate efficiently and rewards the departments that waste money. This inefficient practice is accomplished with transfers of funds from one department to another toward the end of the fiscal year. Department heads learn very quickly that if they run an efficient department, save money where they can, and generate a surplus by the end of the fiscal year, the Mayor takes the remaining funds away from them and transfers the funds to the departments that ran inefficiently and wasted money so that the budget can be balanced at the end of the fiscal year.

Linda Morad will refuse to reward the badly managed departments and bail out the wasteful managers. As Mayor, Linda Morad will require monthly reviews of department expenditures. In any month that a department shows it is projected to spend more than the annual amount budgeted, the department manager will be required to submit a written report regarding the specific reasons why the budget is projected to be overspent and a specific plan how the manager will fix the problem in the remaining months. Department managers who consistently

demonstrate an inability to spend within budgetary guidelines will simply no longer be department managers.


Linda Morad will develop a fair bonus structure for department managers that awards bonus compensation to managers based on criteria that combines balancing their department budget without receiving a transfer of funds and adequately providing the service that the department is intended to provide to the citizens and the accuracy of providing a budget under the Full Budget Justification Approach. Compensation will be comprised of a combination of part of the cost savings and compensatory time.

In this way, department managers will be rewarded when they manage effectively and efficiently. Currently, there is no incentive for managers to operate within budgets and stop wasting taxpayer's money. Linda Morad's approach changes that.


Pension reform

The pension system is broken. Tax dollars being spent on pensions continue to rise as a percentage of the total budget. Linda Morad believes that the pension system can work if abuses in the system are eliminated. Linda Morad does not believe it is fair to ask taxpayers to continue to pay for the rising cost of pension abuses and unfair pension policies.

The current pension system calculates an employee's pension payments at retirement on 3 factors: age, years of service and salary. It is the salary piece of



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Linda prefers a system where the valuable experience of longtime police officers and firefighters who have the talent and ability to provide these departments with managerial leadership will be beneficial to not only our citizens but also to the rank and file who look up to these talented employees for guidance and direction.

the calculation that is causing the most abuse. The salary that is used to calculate the pension is the average of the employee's highest 3 years. The maximum pension an employee can receive is 80% of the average of the employee's highest 3 years. Since employees are capped at 80%, the way pensions are inflated is by acquiring incredibly high paying jobs for relative short periods of time.

A typical example of how this abuse occurs is as follows:- an employee who makes \$30,000 per year for 28 years of their career in public service is 5 or 6 years away from retirement. If the employee retired from the long term job at \$30,000 with enough years of service to get the full 80% of the highest 3 years, that employee's pension would be \$24,000 per year during retirement. Instead, the employee is given a job making \$100,000 for 3 years at the very end of his/her career. Now, the pension is based on 80% of \$100,000 rather than \$30,000. The employee receives \$80,000 per year for each year he/she is retired for the rest of his life; a difference of \$56,000. If the employee lives for just 10 years after retirement he/she will collect an additional \$560,000 during those 10 years on the backs of the taxpayers simply because he/she was given the high paying job at the end of his/her career.

Linda Morad proposes to eliminate this abuse by changing the system. She will propose that, instead of an employee's highest 3 years, an inflation adjusted calculation of the average salary for EVERY year the employee is working will be used as the salary on which the pension is based. This reform will

ensure that there is a sensible relationship between a person's pension salary and the salary the person earned throughout their entire career.

The age piece can also be altered as well for some employees. For most employees, the 80% maximum is formulated to be achieved when the employee reaches approximately 65 years old. Linda Morad believes that it makes sense that retirement benefits are maximized at this age so people can retire at age 65. She does not seek to raise that retirement age. Under the theory that it is beneficial to assure a younger and more physically fit police force and fire department due to the physical demands of those jobs, police and firefighters, the 80% maximum is formulated to be achieved when the employee reaches approximately 55 years old rather than 65 years old. This provides an incentive for older police officers and firefighters to retire before reaching older years and then they are replaced with younger police officers and firefighters. Linda Morad believes that this theory generally works but needs some alteration.

Linda Morad proposes that any police officers and firefighters who accept roles in management of the department should not be allowed to maximize their pension at age 55. Chiefs, Deputy Chiefs and other rank should stay on the job longer. These management positions do not require the same physical demands as the rank and file members of their respective departments. This rule of the pension system also provides the incentive for experienced managers to retire at a time when their experience



can be of most use to the department and to the citizens. Linda Morad prefers a system where the valuable experience of longtime police officers and firefighters who have the talent and ability to provide these departments with managerial leadership will be beneficial to not only our citizens but also to the rank and file who look up to these talented employees for guidance and direction.

Linda Morad will propose legislation to the legislative delegation to change Chapter 32 of the General Laws to make these important pension reforms. If the legislature does not want to alter the entire municipal and state retirement systems, Linda Morad will propose a home rule petition for these changes to be made for New Bedford's retirement system.

Comprehensive personnel review.

Linda Morad recognizes that employee salaries and wages plus the benefits consume the largest percentage of the city's budget. She believes that no city can be successful and no taxpayer can be confident in their government unless government employees are both necessary and functioning at a high level. Linda Morad will bring together a Senior Management Team that will be required to review the usefulness of every position under city government for which a salary is paid. This team will include the Mayor, Chief Financial Officer, Director of Personnel, Audi-

tor, City Solicitor and the Mayor's Chief of Staff. The team will also be required to closely examine the performance of every person holding a position under city government to assure that each person's performance is consistent with the goal of delivering essential municipal services in a cost effective manner

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day's work in delivering that service, or they will no longer be employed by the city.

Currently, only department managers are analyzing the efficiency and performance of the positions in their respective departments. The management team will provide an independent look at the positions in each department. This independence combined with the Efficiency Reward approach will put department managers on track for eliminating wasteful positions and unqualified or ineffective personnel.

Chief Financial Officer

The Department of Revenue, through its financial management review for the City of New Bedford, and the City of New Bedford's own independent audit have recommended that the city employ a

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Chief Financial Officer to oversee the finances of the city. Moreover, Linda Morad believes that in order for city government to deliver needed services to its citizens now and into the future is dependent upon operating from a position of financial strength. She believes that taxpayers' money should be handled with respect, efficiency and accountability. Linda Morad has committed to hiring a Chief Financial Officer to manage and oversee all financial functions and offices, coordinating the financial operations of the city, ensuring that all financial activity is completed timely and hold all department heads accountable for their fiscal affairs.

Although Linda Morad believes that the financial efficiencies and cost savings this position will bring in the long term will more than pay for the cost of the position over that long term, she is committed to hiring the Chief Financial Officer at no additional cost right now. As a result, Linda Morad proposes to pay for the immediate cost of paying the salary of a Chief Financial Officer by restructuring the city's Legal and Purchasing Departments. These cost saving measures will immediately pay for the salary of the CFO. Linda Morad will ensure that the city continues to comply with all applicable laws, ordinances and policies through oversight by the Chief Procurement Officer and the Law Department.

Additionally, the hiring of the chief financial officer will allow for the shift of some of the duties currently being performed within the Auditing department to the CFO, making the Auditor readily available for participation with the management team doing

the comprehensive personnel reviews.

Linda Morad's commitment and common sense plan to hiring a qualified and competent Chief Financial Officer brings the financial expertise to oversee the city's fiscal affairs without costing the taxpayers anything in the short term and saving taxpayer's money in the long term.

Property Tax Fairness for Homeowners

The system of municipal real estate taxation is based on the premise that property owners should contribute a fair percentage of the municipal cost of providing essential municipal services. Linda Morad believes that in order for a property owner's percentage to be fair, it must be based on a fair and accurate valuation of the property. At the present time there is a concern that the current residential real estate valuation is not accurate and that residential property may be overvalued because the assessor's valuation is not taking into consideration all the market forces that determine value.

As Mayor, Linda Morad will request that the Assessors meet with the Department of Revenue to review all real estate valuations in light of all market forces. After reconsideration of the impact of these market forces, the Morad Administration will ensure that all valuations are fair and accurate.

Neighborhoods and Community

Civic Empowerment Zones

Linda Morad believes that the key to better, safer, cleaner neighborhoods starts at the grass roots level and is built street by street, with active citizen participation. Linda proposes the establishment of Civic Empowerment Zones (CEZs). Linda knows that many of the tools to establishing CEZs are already in place and the concept can be realized with little or no money. Historically, when dealing with neighborhoods, government operates from a “top-down” approach. In other words, city department heads implement policy and the citizens simply adapt or react to those policies. Linda Morad rejects the top-down approach to improving neighborhoods because she believes that such an approach discourages the necessary ingredient of active citizen participation.

The Morad administration will coordinate the active participation of CEZs. CEZs begin with neighborhood groups that are already in place. Linda will bring more meaning to those groups by empowering them to drive municipal public policy. The planning department, the police department, the fire department, the City Council and Community Development will all be participants in the establishment of plans for each neighborhood in the city.


Each neighborhood across the city will have dif-

ferent priorities and some problems unique to its area. The Morad administration will work toward establishing a CEZ for areas of the city and ask that the plans for those areas and neighborhoods located within the CEZ be conceptualized, discussed and drawn up by the citizens of those areas and neighborhoods. The plans should include but not be limited to such topics as policing, infrastructure improvements, cleanliness, blight, abandoned buildings, economic development, zoning and parks and playgrounds. Once the plans are devised and approved by the citizens, only then will the detailed concerns, problems and issues be addressed in a plan tailored to the specific needs of the specific area.

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The real difference will be that Linda Morad’s administration will implement its municipal investments in policing and infrastructure based upon the priorities of the CEZs. As Mayor, Linda Morad will steer municipal expenditures toward the goals and desires of the citizens through the use of CEZs.

Linda Morad knows that for community groups and citizens to have a real stake in their neighborhoods, they must be empowered to make decisions and create an agenda that its government will act upon. Linda Morad Community Empowerment Zones will empower the citizens to actively and successfully participate in their local government and in their neighborhoods.



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Linda Morad will enact swift policy to begin changing the way the city fights crime.

Public Safety

Linda Morad believes that the New Bedford police department has experienced an ineffective deployment of personnel geared towards reacting to problems rather than preventing them. Linda Morad will review each division, position and their respective functions to make appropriate redeployment of public safety personnel. Linda Morad will also enact swift policy to begin changing the way the city fights crime. Her proposals will be the initial catalyst to providing a more efficient and effective way to keep our citizens safe.

1. COMMUNITY POLICING: Whenever you hear a candidate for public office or elected official talk about public safety and crime, they will immediately throw two words out and pretend like that solves everything. Those two words are “Community Policing.” The question is not, “Are you in favor of implementing Community Policing?”, but rather, “How do you define and implement Community Policing?”

Linda Morad believes that community policing should not only be the exclusive duties of one area of the department entitled “Community Policing Division,” but that it must be a philosophy embraced by the entire department and implemented on a daily basis in the course of every police activity rather than merely waiting around to

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react to crimes after they are committed. Like the customer in the private sector, the citizens and their needs must be a principal objective in all police functions and whose complete satisfaction is the department’s ultimate goal.

In the private sector, the needs of the customer must be the paramount concern to everyone in the company, but there must also be a customer service department that consistently focuses on every detail of customer concerns and needs. It is with this model in mind that Linda Morad approaches and defines what true Community Policing should and will be in New Bedford. She will instill the Community Policing philosophy on a system wide basis while at the same time create a Community Policing unit that dives into the daily details of every neighborhood.

Under this model in the police context, crime prevention and pro-active efforts must become the focus of the command staff and every officer of the department. There must however, always be responding officers who respond to the emergency calls for service. Responding officers must adopt the pro-active Community Policing philosophy and implement this philosophy into every aspect of their patrolling efforts. These first response officers however, will maintain the flexibility to move from one emer-



gency to another, such as motor vehicle accidents, robberies, outbreaks of violence, vandalism, etc. As a result, there must be Community Police Officers assigned to each police station under the control of the station commander, dedicated to maintaining neighborhood presence.

In the neighborhoods, these officers would coordinate closely with the various other code-enforcement agents of the city, such as the health department and building department to bring a coordinated effort to problem areas of identified neighborhoods. Community police presence in their respective neighborhoods would address all issues that impact the quality of life in our neighborhoods such as littering, motor vehicle infractions, excessive noise, and other unacceptable behaviors that disrupt the safety and quality of our neighborhoods. The officers would be familiar with the residents, and the residents familiar with them. The Community Police officers would be required to become familiar with landlords of problem properties; and together, with other city code enforcement authorities, reach out to them in order to develop and implement solutions.


Additionally, community police officers would review the daily calls for response in their particular neighborhoods to become familiar with crime trends and problem areas and propose how these trends and problems can be successfully addressed.

The neighborhoods cannot be required to work around the schedule of the officer but the officer's schedule should be altered pursuant to the time of


year. The community police officers must be able to work with a more flexible schedule to accommodate the needs of the neighborhood and the seasonal changes in activity. For example, in the warmer months of the year, community police officers may frequently be scheduled to be in the neighborhoods later into the evening so they are in a position to effectively address issues occurring at night. In winter months, daytime scheduling may be a more pressing need.

The assignment of the individuals who will perform the duties of community police officers is a critical piece of the success or failure of the unit. Community police officers must not have an "arrive and arrest" mentality. Community policing largely depends on deploying the right personalities who completely buy into the philosophy of Community Policing. The right officers, with the right management in place, combined with accountability, are the keys to a successful program. This street by street approach is the crucial detail missing in our current crime-prevention policy.

2. STREET ENFORCEMENT UNIT: Linda Morad would establish a Street Enforcement Unit in the New Bedford police department. This unit would essentially combine the current gang unit and the narcotics division. The creation of the new Street Enforcement Unit would devise a comprehensive initiative to regain control of the neighborhoods. This is a deliberate plan to take back the streets of the city. In order to be effective, this initial phase must be swift and hard-hitting. The focus of the New Street



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Enforcement Unit is to put constant pressure on the gangs and drug dealers acting as a strike force for the community's most troubled areas. The criminal element currently holding the city hostage will be eradicated rather than merely fragmented or displaced. This can be accomplished by restructuring personnel in an efficient manner so that the operations of the department can be engaged in efficiency. Shifting personnel from other areas where they are being underutilized will create this unit.

Linda Morad believes that gangs, street crimes, drug dealing, etc., are so bound up together that separate independently operating units are not efficient in their attack on these problems. Bringing these units together will provide management and command staff with the flexibility to deploy personnel directly to problems areas.

3. POLICE ADVISORY BOARD: Throughout this plan, performance and accountability is a high priority for all positions. Linda Morad believes that all city employees must be accountable to the residents of our city. Because the police department plays such an integral role in our citizens being able to live in peace and harmony and because our safety is the foundation of our quality of life, Linda Morad believes that a special form of communication and accountability must be established. Linda Morad will create a Police Advisory Board.

Linda Morad will establish the Police Advisory Board not to manage operations of the police department, but to open a consistent communication

between citizens and the police; to deliver the clear message that the police department and the Mayor work for our citizens; that their safety is paramount and that they play a role in their own safety.

Linda Morad will establish this Board with one citizen participant of each CEZ as a member of the Board. The CEZ participants will annually appoint the person they choose to serve. Because the CEZs will encompass various neighborhoods, the Board will have representation across the city. The Board members appointed by their respective CEZ will be required to communicate information to and from the Board to the CEZ members. One retired police officer will be appointed to the Board. The Superintendent of Schools or her designee will be appointed to the Board. The Chair of the city council Public Safety Committee will be a member. The Police Captains from each district will be required to attend monthly meetings of this Board.

The goals and objectives of this Board will be to identify trends that arise throughout the city and review methodology to curb trends. The Board will also identify unique problems that arise in different neighborhoods. The Board will review progress being made in effectively solving the identified problems in each neighborhood and across the city as a whole.

Linda Morad believes that establishing the Police Advisory Board is an important and necessary blend of police management and public participation. The success of this advisory board may lead to the

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establishment of similar advisory boards regarding other public safety departments.

tions and levels. This proposed evaluation would provide information to the department through the

perception of the consumer. Information from the survey would be aggregated in a way that would give guidance to the department, especially in the area of in-service training for line officers as well as management. The primary purpose of the survey is to focus on system performance and not individual performance. Like any tool, it is neither inherently good nor inher-

ently bad. The quality and effectiveness of the evaluation depends on both the qualities of the measurement system and the way in which it is utilized. The goal is to maintain continuous quality improvement at all levels of the police department.

4. CITIZEN SURVEY OF POLICE

DEPARTMENT PERFORMANCE

Linda Morad understands that an occupation that aspires to a high degree of professionalism, such as policing, must have a means of defining, measuring and verifying its' performance. As a result, Linda Morad will require that the police department implement a consumer satisfaction

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survey as part of its community-policing plan. This survey will produce citizen interaction and feedback in the form of data that reaches beyond those participating in the Police Advisory Board or CEZ.

Customer service, by definition, is the ability of an organization to constantly and consistently give customers what they want and need while exceeding the customer's expectations. A police department must provide excellent service. How a department responds to an initial call for service is critical in retaining the faith and trust of the community it serves.

A survey will be designed to evaluate and monitor consumer satisfaction, provide useful information for departmental decision-making and for organizational design and response at all organizational func-

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Economic Development and Jobs

Business Park

Linda Morad has been very active with the New Bedford Business Park. Much of the Business Park is located in ward one where Linda has been the city councillor for the past 8 years. As Mayor, Linda

Morad will not only continue to use the power of her office to support and foster the growth of jobs and business in the New Bedford Business Park, but she will also take an aggressive approach to expanding

the success of the Park. Linda Morad's close work with Executive Director, Tom Davis and the members of the Industrial Foundation's Board of Directors, has provided her with the insight that New Bedford cannot continue to require that growing companies adapt to our stock of old and obsolete mill buildings. Attracting industry to New Bedford must start with New Bedford's willingness to take aggressive and bold action in providing potential new businesses with the tools they need in order to have success.

Growing companies today seek newer and efficient buildings that operate on one floor with adequate parking areas, attractive grounds, and easy access to highways. The buildings must be conducive to cost efficient production. The New Bedford Business Park has successfully provided these types of cost efficient buildings to the point where space is no

longer readily available to companies that seek to expand. It all starts with the acquisition of suitable land. Linda Morad's plan is to duplicate the success in the Business Park in other areas where land can be made available.

Attracting industry to New Bedford must start with New Bedford's willingness to take aggressive and bold action in providing potential new businesses with the tools they need in order to have success.

Acquisition of land that can be sold back to a foundation to operate in a similar fashion as the New Bedford Business Park provides the opportunity to create thousands of jobs. Linda Morad understands that it may be difficult to acquire land as large as the New Bedford Business Park but

she also realizes that duplication of the success can come in smaller areas. There are several areas within the city that will be explored for acquisition and preserved for the purpose of creating state of the art, cost efficient buildings that will create jobs.

Re-zoning for business only areas.

As mayor, Linda Morad will immediately direct the Planning Department to develop a comprehensive zoning plan that best utilizes property to establish the proper balance between adequate residential, commercial and business property. The municipal government establishes laws that restrict certain properties to certain uses. Property in the city is zoned for housing, industry or in a category called "mixed use business." The properties zoned for housing are either single family or multi-family. The industrially zoned properties, of which there are few, are reserved for some sort of manufacturing type

of business. Other property is zoned as mixed use business which allows the property to be used for either business or housing. Currently, the city does not have a business zone category that would restrict a property's use to business only.

Prior to Linda Morad becoming a city councilor, the city changed its zoning scheme and eliminated the "Business zone." Most properties that once could be used exclusively for business were recategorized to mixed use business. The absence of the business zone category and the widely utilized mixed use business zone is a serious problem for the city. It allows property owners to convert their properties that were once used for business into housing. These conversions had several negative impacts. The property was now taxed at the housing rate rather than the business rate. Because the housing tax rate is half of the business tax rate, the city lost significant local property tax revenue with each conversion.

The conversions created an overstock of housing units in the city which in turn caused vacancies and a decline in investment in the previously existing housing units attributing further to foreclosures and blight. The resulting housing glut resulted in a decline in housing values beyond the decline caused by the nationwide housing crisis.

There are now fewer properties in New Bedford available for business and job creation; and as housing conversions occur, residents in these areas generally resist the creation of new business in the "mixed use" neighborhoods thereby creating additional

barriers to job creation and business growth.


Halting these negative trends can only be done through a sensible zoning policy. The city's planning department must act quickly to stem the tide of housing conversions of business property in areas that were once business areas. Linda Morad will establish a comprehensive zoning plan that brings New Bedford the right balance of residential and business property. She will create a sensible zoning scheme that will not crowd out job opportunities and revenues. She will propose and implement a sound rezoning ordinance that will provide the most logical and most beneficial use of property for all of our citizens.

Small Business Loans

While the Morad Administration will work to attract large-scale employers, Linda Morad recognizes that small businesses are the backbone of our economy. As such, she will direct more Community Development funds to the Economic Development Council for Small Business Loans. Not only will the availability of more small business loans create more opportunity for entrepreneurialism, but will also stimulate investment in our vacant and decaying commercial space.

Property Tax Relief for Small Business

Linda Morad believes that strong and diverse small businesses are essential for a healthy local economy. Small businesses are typically owned by and employ members of the community who participate in the daily life of our city.



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Linda Morad believes that if small businesses are given reasonable real estate tax relief, these small businesses will reinvest the savings back into the business which in turn will strengthen the business and its ability to contribute to New Bedford's economy.

Linda Morad will work to create property tax breaks for property owners who operate small businesses in their own buildings. Oftentimes, owners of commercial property are reluctant to take risks in investing in their own small businesses. They are faced with the choice of investing in their own business venture that may create jobs or paying the expenses of the taxes and upkeep of the building. Linda Morad will file legislation to authorize New Bedford to create property tax breaks for owners of buildings who operate their own small business on their own commercial property. This legislation is envisioned to create a process similar to the process by which Special Tax Assessments and Tax Increment Financing are currently implemented.

Due to the split real estate tax rate in New Bedford, small businesses also pay higher taxes which may inhibit the ability of the business to expand and contribute further to New Bedford's economy. Linda Morad believes that if small businesses are given reasonable real estate tax relief, these small businesses will reinvest the savings back into the business which in turn will strengthen the business and its ability to contribute to New Bedford's economy.

Within three months of taking office as Mayor, Linda Morad will send an Order to the New Bedford City

Council that New Bedford grant an exemption of a portion of the commercial real estate tax valuation. The exemption would be provided to small

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businesses who have real estate values of less than \$1 million and employ 10 or fewer full time employees. The actual percentage of the valuation exempted will be determined by the Morad administration after an initial review of New Bedford's actual financial condition at the time the proposal is implemented.

Personal Property Tax Relief for Small Business.

Unincorporated businesses in Massachusetts pay personal property tax on the equipment, inventory and supplies that are used in the day to day operation of their business. Linda Morad believes that if small businesses are given reasonable personal property tax relief, these small businesses will reinvest the savings back into the business, which in turn will strengthen the business and its ability to compete and contribute to New Bedford's economy. Within the first three months of taking office as Mayor, Linda Morad will send an Order to the New Bedford City Council that New Bedford grant an exemption of a portion of the commercial personal property tax valuation. The actual percent-

age of the valuation exempted will be determined by the Morad administration after an initial review of New Bedford's actual financial condition at the time the proposal is implemented.

Freight Rail

It is well established that the most efficient, cost effective and environmentally safe way to transport

products over 100 miles is by freight rail. In the past, the New Bedford Railyard was an integral part of a regional freight rail system that supported the various manufacturing and retail industries in the City. Today, a significant portion of business at the New Bedford Business Park and along the New Bedford Waterfront still rely on freight rail to deliver raw materials. However, they must use tractor trailer trucks to transport the materials from the freight rail yards in Middleboro and other communities to their facilities in New Bedford. Over the past ten years a large portion of the City's freight rail infrastructure has been rebuilt or upgraded. The New Bedford Railyard has been rebuilt and has been used by the EPA to transport dewatered sediment from the New Bedford Harbor Superfund site. The rail line from Cedar Grove to the New Bedford Railyard was rebuilt. Now, the rail line from Deane Street to Coggeshall Street has been rebuilt. The New Bedford Industrial Foundation has also been investigating the possibility of rebuilding the freight rail spur that once serviced the New Bedford Business Park.

Now that this infrastructure has been rebuilt, it is possible to support New Bedford businesses in their effort to continue to grow and provide good and secure jobs for our residents. It is vital that we provide cost efficient means of transporting raw materials to our manufacturing facilities and then transporting finished products for distribution and sale. Linda Morad would work with the New Bedford Industrial Foundation to develop a freight rail facility at the New Bedford Business Park. Additionally, she will complete the work to create a freight rail facility at

the New Bedford Railroad Depot with access to our deepwater port.

Marine Science and Technology

The City of New Bedford has historically utilized the competitive advantage of its most precious natural resource to create jobs and wealth. New Bedford's seaport gave rise to the glorious whaling ships making our city one of the nation's most wealthy. At the end of the whaling era, New Bedford had the vision to reshape its port so that it could continue to be an economic engine for its citizens. Our harbor was transformed into the home of the most productive fishing port in the world.

Today we must continue to have the vision to reshape the use of our port. Linda Morad envisions the field of Marine Science and Technology as a means to bring economic growth for the city and bring job skills to our citizens through education in science and environment.

Careers in marine biology, oceanography and ocean engineering are directly dependent upon the education in the marine science field. The manufacturing and development of ocean science equipment and instrumentation will continue to grow and create new jobs. Other careers in this field include marine educator, researchers, research assistants, land use planner or consultant, science writer, filmmaker, photographer, ecotourism guide, park ranger, beach superintendent, maritime or environmental lawyer, coastal or ocean policy experts, veterinarians specializing in marine or aquatic animals, economist,



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marine archaeologist, marine historian, fundraiser or spokesperson, aquaculturist, manager of an agency specializing in marine issues, marina manager, ship's captain or mate, environmental planner, manager of a land conservation organization or land trust, botanist, computer specialist with a marine or environmental organization, ecologist, hatchery specialist, landscape or maritime architect, and so on.

The growth and new technologies create possibilities for careers and jobs that we are yet to imagine. But it is the foundation of our education and resources in this field that will provide New Bedford with the competitive advantage to provide the opportunities.

Linda Morad is committed to establishing New Bedford as a prime location for the development of marine science industry. Linda sees several keys to being poised for leadership in this field, which include, but not limited to education, work force training and the meaningful engagement of industrial leaders. The Morad Administration will establish policies to reflect the importance of developing the Marine Science Industry in the City of New Bedford.

Linda Morad understands that success in this field will provide numerous benefits. Salaries in marine science related fields have been measured to be 21% higher than the average wage in Massachusetts. Studies have show that for every 100 jobs created in the field of marine science, an additional 153 jobs are created as a result of local purchases and consumer purchases.

Fisheries

While the heart of New Bedford is its hard working citizens, the soul of New Bedford has always been the sea. For generations, our city has looked to the ocean for economic viability and harvesting production to feed the region and beyond. Once again the port of New Bedford is the #1 port in the United States based on value of catch landed. Our seafood industry employs thousands of people each week and is the largest economic engine in the city. In spite of this, the harvesting and processing sectors of the seafood industry are facing great challenges that must be addressed.

The harvesting sector of the New Bedford seafood industry, more commonly known as the fishing industry, consists of two major parts: the scallop fleet and the groundfish fleet. The ability of New Bedford fishermen to harvest the sea in a sustainable fashion has been severely impacted by regulatory and judicial interpretations of the Magnuson-Stevens Act, the federal law that regulates fisheries. There are ten National Standards in Magnuson-Stevens that form the foundation of fisheries regulation. During the past ten years, federal regulators and courts have consistently ruled that one of the standards which requires that the fisheries be managed in a way that prevents overfishing while achieving optimum yield should be given more weight than another standard that requires that fisheries management plans (including plans to prevent overfishing) provide for the sustained participation in the fishery and minimizes the adverse economic impacts on the community. And so conservation considerations have been

given more weight and the economic impact on the fishing families and the port of New Bedford have not been considered. Linda Morad believes that Congress must clarify its legislative intent that both of the National Standards should be given equal weight in the creation of fisheries

management plans. Only then will regulators and the courts have no option but to give both national standards equal weight. Linda Morad will meet with our federal legislative delegation and representatives of the seafood industry to draft legislation to clarify Congress' intent and will zealously advocate for the passage of the legislation.

The second challenge being faced by the harvesting sector is the unwillingness of federal regulators to give proper weight to scientific data and analysis that contradicts certain preconceived notions held by the regulators and advocated by certain vested interests who seek to limit the ability of hard working individuals to work to harvest the sea. Linda Morad will advocate that the research work done by S Mast be given proper weight in the creation of any fisheries management plan. Linda Morad will also advocate that all fisheries management decisions be based on real time data and analysis.


Over half of the seafood currently being processed in New Bedford is landed in other ports and trans-

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ported to New Bedford. The seafood processing sector in New Bedford is regarded as among the best in the world and demand remains strong for seafood processed in New Bedford. As Mayor, Linda Morad will work to support the seafood processing sector in its efforts to transport sea-

food in an efficient and cost effective fashion and to address other challenges that may adversely impact the ability of this industry to provide jobs for New Bedford workers.

Linda Morad strongly supports the S Mast expansion in the south end of New Bedford. Through this expansion, S Mast will strengthen collaboration with the Commonwealth's Division of Marine Fisheries and its ability to provide scientific data and analysis to help inform decision makers and the public in discussions regarding fisheries management. As Mayor, Linda will meet with representatives of S Mast and UMass Dartmouth to coordinate services that the city can provide to facilitate S Mast's expansion and continued presence in New Bedford.



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Education

Since the Mayor of the city of New Bedford is also the chair of the New Bedford school committee, the Mayor can have significant impact in the creation, implementation and administration of innovative educational programs to help better prepare our children for the future. As Mayor, Linda Morad will provide strong leadership in working with the members of the New Bedford school committee, school administration and educators, parents and business and community leaders to develop and implement these innovative programs. While it is the constitutional responsibility of the state to fully fund the education of our children, it is the responsibility of community leaders to ensure that our children are receiving the best education possible. Linda Morad is ready to provide this collaborative leadership.

MCAS

Linda Morad believes that standardized testing is an essential measure of whether a student understands a subject, but Linda also believes that the goal of education should be to prepare a child for a lifetime of learning and not to only prepare them to take a standardized test. The Commonwealth has developed certain standards called “curriculum frameworks” which set forth the basics in the core subject areas that students should know at each grade level. Local school systems must then insure that the curriculum they are teaching includes these

Linda Morad will work with educators and administrators to identify what innovative practices might best work in New Bedford.

standards. Unfortunately, in an effort to satisfy this requirement local curriculums become inflexible and unable to meet the needs of the local students. Linda Morad believes that the curriculum frameworks should provide the basic information that student should understand, however she also believes that it should be up to the local community to determine how this information can best be taught. A recent Standard Times series highlighted innovative schools in some cities of similar size to New Bedford across the United States. The majority of these successful innovative practices could not even be tried in New Bedford because of the Commonwealth’s education law and local union contracts. Linda Morad believes that through leadership and collaboration some of these innovative practices can be implemented in New Bedford. Linda Morad will work with educa-

tors and administrators to identify what innovative practices might best work in New Bedford and Linda Morad will then advocate and negotiate on Beacon Hill and in New Bedford to implement these practices.

Return to Academic Levels

All children do not learn at the same pace. In previous years, the schools separated classes by levels. In level 5 classes, the material was intensely complex and taught at a very fast pace for students who achieved academic excellence at a higher rate. Level 4 classes were slightly less complex and the pace of learning was fast but slightly less so than the level 5 classes and so on to level 3, level 2 and level 1.

With this system, students who excelled in math for example, could choose a higher level in math than perhaps english or history. The bottom line result was that students could learn at a pace and level suitable for their ability in each subject. Such a model provides each student with the greatest opportunity for success. The model prevents those who learn at a slow pace from becoming lost and also prevents those who learn at a faster pace from becoming bored. The availability of levels will allow each student to maximize their ability.

Not only can this model of using different levels of classes be successful at the high school grades, it can also be implemented in the middle schools. The construction of the new middle schools and the “schools within schools” setup allows for an easy transition into the model of academic levels.

As part of identifying innovative practices that best work in New Bedford as discussed above, Linda Morad will work to implement this idea through collaborating with the school committee, the Department of Education, the legislature and the various stakeholders in the school system.


6th Grade Academy

The recent review of the New Bedford School System by the DOE documented statistically what the residents of New Bedford have known intuitively for some time: The progress which most of our students make in elementary school suddenly stops during middle school; and by the time the student is in high school there is a better than average chance


that they will drop out. New Bedford has built three new middle schools, each of which was designed to allow “schools within schools.” Under the schools within schools concept, students are placed into small learning communities where they can receive more individualized attention and still have access to the type and quality of facilities that are normally only available in larger facilities. Linda Morad believes that students making the transition from elementary school to middle school need the same mentoring, attention and support as do the students making the transition from middle school to high school. As Mayor and chairperson of the New Bedford school system, Linda Morad would strongly advocate for the creation of a 6th Grade Academy and its implementation for the 2012-2013 school year. In the 6th Grade Academy, teams of teachers, social workers and support staff would be assigned to a group of students and would coordinate the lesson plans, projects, exams and schedules of that particular group of students. As the year progressed, the students would gradually be introduced in the larger middle school community. This process will provide a smoother transition for 6th graders at this important time in their lives.

Disciplinary policy

The recent DOE Study stated that “New Bedford Public Schools also struggle with student attendance, discipline, graduation and retention”. The DOE Study then went on to document the challenges the City faces in these areas. Linda Morad believes that the key to changing the course of our students and schools is to restore discipline; discipline in studies



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Linda Morad will work to connect the school system with the various business organizations within the community in order to implement a program whereby students can explore various types of jobs and business opportunities in every available sector through the use of a mentoring program.

and study habits; discipline in social interaction and respect; and discipline to one's self and one's potential.

Linda Morad believes that when a student is disruptive in the classroom, that student not only disturbs their own education but the education of every other student in their classroom. Disruptive students are often given after school detention as a punishment, but are often allowed to remain in the classroom throughout the day, continuing their negative behavior. Linda Morad will implement policy that empowers teachers and administrators to remove a continuously disruptive student from the classroom.

While some offenses, such as threatening the safety of faculty, staff or other students are serious enough to warrant an out-of-school suspension, the majority of suspensions should be served in school. During an in-school suspension, a student would be given schoolwork to complete and expected to keep up with the curriculum. Out-of-school suspension is often viewed by students as a vacation or reward. Therefore, the disciplinary action in schools must truly be viewed as punitive or the student's disruptive behavior will not change.

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Mentorships

Linda Morad will work to connect the school system with the various business organizations within the community in order to implement a program whereby students can explore various types of jobs and business opportunities in every available sector through the use of a mentoring program. Students

participating in this program will be paired with a mentor who will provide the student with opportunities to not only experience different types of jobs, but also to help them understand the framework of a particular industry or business. This program will be structured to educate and motivate each student that participates.

The students will be paired with a mentor for a period of time and then be assigned to different mentors in order to provide the student with a wide range of experiences.

This program will be designed to provide real working experience for the student in real businesses.

Linda Morad believes that students participating in this program will become more goal oriented, more responsible and more knowledgeable about the opportunities and careers that are available to them.

Conclusion

For the past eight years, Linda Morad has zealously served the residents of New Bedford as a city councilor. Based on this experience, she is prepared to now serve as mayor. This plan will form the foundation of her administration; and by working together with the citizens of New Bedford and other elected officials, Linda Morad will build on this foundation in order to provide a strong and secure future for ourselves and our children, while being fiscally responsible and respectful of our taxpayers.

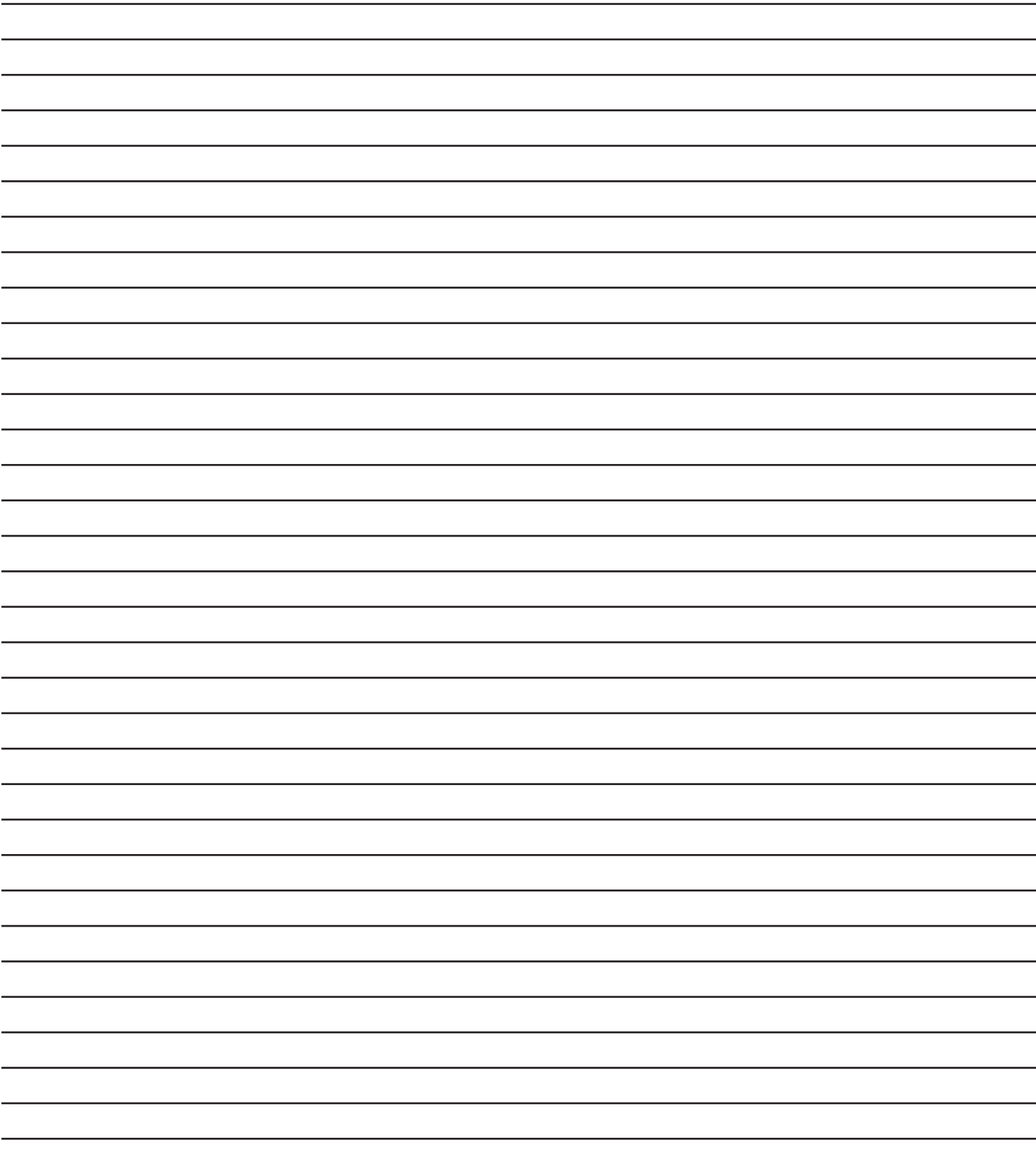


For more information, please visit our website or Like us on Facebook.

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