

# City of New Bedford

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## Chief of Police - Year One Goals & Objectives Jason Thody



## Executive Summary

This one-year plan outlines the first-year goals and objectives for Jason Thody as the new Chief of Police for the City of New Bedford. It incorporates recommendations from the Jensen Hughes 2023 organizational assessment, the 2025 21CP Solutions review of OCIB and Professional Standards, and recent operational priorities identified by the City. The timeline begins with a two-month assessment period followed by quarterly objectives. Key priorities include organizational modernization, policy and accreditation initiatives, operational audits, enhanced COMPSTAT practices, and expanded community policing roles.

## Introduction & Context

Like other police departments across the country, the New Bedford Police Department (NBPD) faces complex challenges related to staffing, accountability, community trust, and operational modernization. Building on external assessments, this one-year chief's plan provides a framework to strengthen the Department through structured timelines, measurable objectives, and reforms aligned with 21st Century Policing principles and Massachusetts POST requirements.

## Timeline Overview

- Arrival and initial acclimation period (Initial two months: mid-July through mid-September)
- Assessment Period (Months 1–2: mid-September through mid-November): Internal and external listening, organizational review, relationship building.
- 3-Month Goals (End of Quarter 1 - mid-February): Diagnosis and foundation building.
- 6-Month Goals (End of Quarter 2 – mid-May): Structural and policy reform implementation.
- 9-Month Goals (End of Quarter 3 – mid-August): Deepening accountability and partnerships.
- 12-Month Goals (End of Year 1 – mid-November): Institutionalizing reform and building sustainable trust.

## 2-Month Assessment Period (Months 1–2)

- Review 2023 Jensen & Hughes report with Command Staff to add internal context.
- Conduct comprehensive internal organizational review including staffing, deployment, policies, and key performance data.
- Meet individually with command staff, union leadership, division commanders and supervisors, Professional Standards, and civilian managers.
- Engage external stakeholders including Mayor, District Attorney, State and Federal partners, and community leaders.
- Review OCIB operations, Professional Standards processes, and compliance with Massachusetts POST requirements.

### **3-Month Goals (End of Quarter 1)**

- Finalize and publish a Strategic Action Plan that will track progress in implementing remaining Jensen Hughes and new 21CP recommendations.
- Launch a transition section of the Department web page for transparent updates and to share goals publicly on progress, inclusive of this one-year plan.
- Create updated mission and vision statements for the Department and each division within the Department.
- Align patrol staffing with call volume and time-of-day and day-of-week data to improve deployment efficiency.
- Formulate action plans for public safety and quality of life issues in specific neighborhoods and across the City.
  - Downtown bus station and surrounding areas.
  - Scooter, dirt bike, and ATV operation citywide.
  - Traffic safety.
  - Hotspot locations based on crime and call s for service data.
- Implement recruitment and retention strategies to address staffing shortages.
- Create committees within the department to give officers a voice in reform and reorganizational efforts. Examples include:
  - Uniform Committee
  - Field Training Committee
  - Time-off Committee
  - 150<sup>th</sup> Anniversary of the Department Committee (2026)
  - Forced Overtime Committee
- Launch OCIB mission reassessment process involving community and criminal justice partners.
- Begin policy and structure update for Professional Standards Division.
- Increase police presence in neighborhoods beginning with data driven approach to areas showing crime patterns and/or quality of life concerns (contingent on staffing levels).
  - Bicycle Patrols
  - Park & Walks
  - Foot Patrols
  - Community rollcalls.
- Conduct a full assessment of the condition and operation of the Woodcock shooting range.
- Create an updated organization chart that reflects an efficient chain of command and clear reporting responsibilities.
- Evaluate command staff structure and create postings for the Chief of Staff and Deputy Chief of Operations.
- Chief Thody will fulfill all training and testing requirements to be certified in Massachusetts as a police officer.

## **6-Month Goals (End of Quarter 2)**

- Publish updated policy manual online.
- Launch NBPD Annual Report template expanding annual crime report and covering key transparency metrics.
- Complete OCIB mission assessment and begin structural or tactical realignment.
- Initiate specialized mission-focused training for OCIB personnel.
- Begin neighborhood sector-based community policing deliverables for patrol.
- Initiate updated training on bias-free policing, constitutional stops, and Active Bystandership for Law Enforcement (ABLE).
- Begin geographic sector assignments for patrol officers to build neighborhood accountability.
- Create more integration between the Patrol Division and specialized units.
  - Collaborative training
  - 90-day temporary positions in specialized units
  - Create information sharing responsibilities
- Initiate audits of critical areas within the department such as property and evidence.
- Complete staffing and physical space analysis for new police station.
- Reorganize the COMPSTAT process to create real-time responses to crime trends.
- Fill command staff positions.

## **9-Month Goals (End of Quarter 3)**

- Fully implement updated complaint intake and investigation system consistent with POST standards.
- Launch internal and external auditing processes for policy compliance and Professional Standards.
  - Inspections Division
- Implement new OCIB policies (body-worn cameras, deconfliction, field testing, supervisory oversight).
- Begin quarterly command-level CompStat/Precision Policing briefings.
- Implement targeted, evidence based approaches to crime and disorder reduction including, but not limited to, broken windows and operation ceasefire.
- Launch public data dashboard with key statistics and neighborhood-level community problem-solving projects.

## **12-Month Goals (End of Year 1)**

- Conduct comprehensive annual review of strategic progress and publicly release findings.
- Complete full rewrite and implementation of NBPD policies and procedures manual and pursue State Accreditation.
- Evaluate OCIB's performance and community impact under its new mission.

- Demonstrate measurable improvements in Professional Standards investigation quality and timeliness.
- Institutionalize community engagement forums and issue the first Annual NBPD Community Trust & Transparency Report.
- Staff critical community policing roles as staffing increases, including school resource officers, community police officers, and mountain bike patrols.

## **Performance Measurement & Accountability**

Progress will be measured through quantitative and qualitative metrics, including staffing levels, complaint resolution timelines, policy compliance audits, accreditation benchmarks, community survey data including perceptions of crime and safety, and crime reduction data in priority areas. Regular public reporting, quarterly internal reviews, and annual external reporting will ensure accountability to both the department and the community. Number of service requests filed by police personnel with other City and partner agencies (311 and NB Connected).

## **Conclusion & Next Steps**

This first-year chief's plan provides a roadmap to strengthen the New Bedford Police Department through modernized practices, enhanced accountability, and community partnership. It is designed to build organizational capacity while earning and sustaining public trust. Implementation will require collaboration across all levels of the department, city government, and the community. Areas of this plan may be adjusted as challenges arise, and priorities are evaluated on an ongoing basis.