

NAVIGATIONAL GUIDE 2022-25 STRATEGIC OBJECTIVES



A MESSAGE FROM CHIEF TODD GIBSON



Transparency remains a core principle of the Moore Police Department, and it continues to shape how we walk side by side with our community. As we work to make meaningful, positive impacts, our commitment to openness and accountability helps strengthen trust and reinforce our role as a partner in enhancing the safety and well-being of our city.

Every organization needs to know where it is going, and a strong strategic plan serves as the navigational guide that keeps us focused on excellence and long-term success. Our goal for the 2022–2025 plan was to accomplish 80% of our objectives. Not only did we meet that benchmark, we surpassed it. This achievement reflects the dedication of our personnel and the support of our community.

Tracking our accomplishments is essential, not only to measure progress, but to celebrate success and maintain momentum. While we recognize the milestones we have reached, we also understand that our work is part of a continuing journey. As we look ahead, we remain committed to transparency, accountability, and collaborative progress with our community.

A handwritten signature in blue ink, appearing to read "J. R. Gibson".

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Summary: Under the four Strategic Objectives outlined in the 2022-25 Navigational Guide, the Moore Police Department accomplished the criteria at an 88.6% level.

OFFICER SAFETY 92.5%

We will consistently employ and improve our techniques while valuing the sanctity of life.

a. Officer Safety Classes 100%

- a. Officer Safety Culture
 - i. 9 Principles of Officer Safety
 - ii. Spin the Wheel/Critical Decision Making
 - iii. Approaching Scenes
 - iv. Carrying Proper Equipment
 - v. Proper Backup
 - vi. Contact/Cover Officers
- b. Standardized Handcuffing
- c. Searching People Safely and Thoroughly
- d. Incorporated more use of Protective Shields

b. Standardization of High Risk Traffic Stops 80%

- Method was developed and taught department-wide
- Lessons learned over time, the method had faults, unsafe practices, and became difficult
- A new method was recently adopted after thorough analysis and discussion with other Metro agencies. This will be taught in 2026

c. Standardization of Contact Cover 100%

Contact/Cover concept was integrated

d. Standardization of Pat Down Search 100%

The defensive tactics instructors developed a “best practice” when conducting pat-down or search of individuals. This training was conducted during a series of in-service continuing education.

e. Standardization of Perimeter Set Up 100%

- Utilized daily shift briefings and discussions to educate when it is proper for perimeters to be set, to contain, or apprehend not only suspects but also missing people, victims, and runaway children.
- Supervision controlling perimeters
- Utilization of drones

f. Brazilian Jiu Jitsu Emphasis on Defensive Tactics 80%

- The department developed a program where officers can train as a group every Wednesday.
- Focused on Defensive Tactics weekly in the police academy
- Implemented Effective Fitness Combative (EFC) for training. The program is a comprehensive, principle-based system designed to be more realistic, embodying wrestling, Jiu-Jitsu, striking, and weapons defense.
- With the adoption of the basic academy and the simultaneous need for in-service training, we have outgrown the required mat space.

g. Increase Firearm Standard and Training 80%

- Created several open range days throughout the calendar year
- Firearms training days added to each in-service academy
- Focused on firearm fundamentals and skills throughout the police academy
- Created a Moore Police Department pistol qualification course that greatly exceeds the mandatory state requirement
- Created a department pistol team, several of whom have placed in the Governor's Top 20 Shooters.
- The Police Department struggled in this area due to a lack of availability of a firearms range. The department is reliant on resources outside the city limits of Moore to schedule, access, and maintain the required CLEET and department standards and training access has become so challenging that consideration of building our own facility is recommended.

h. Improved Weapons Platforms 100%

- Transitioned the entire department to carry the same weapon systems

i. Increase in Less Lethal Technology and Options Available 100%

- Upgrade to carry new Tasers
- Addition of Bola Wrap System
- Addition of the Pepper Ball System
- Utilization of Shields
- Bean Bag Shotgun Upgrades
- RIPP Restraints
- Continued use of the standard OC Spray and Baton



j. Increased Debriefing and Internal Review 85%

The Moore Police Department took an initiative to debrief and review OIS and high-trauma incidents throughout the strategic planning period. Leaders and our Mental Health Professional worked diligently to review all aspects of a critical incident to gather as much information as possible on areas to improve both tactically and for handling the post-traumatic stress from a critical incident.



CUSTOMER SERVICE 78.5%

We will seek ways to add value to external and internal customers while reducing the extraction of value in those relationships.

a. OACP Agency Accreditation 100%

This was achieved through the hard work and effort of Captain Brown. OACP accreditation started in 2020 and was achieved on April 3, 2023.

b. CALEA Accreditation 25%

CALEA has been one of our goals since 2022, but the real work didn't start until we officially enrolled in January 2025. We're now fully moving forward with a target completion in July 2027 and an award date in November 2027. 464 standards are currently reviewed.

c. Increase in Leadership Development Training 100%

MPD implemented Giant Worldwide training for all leadership. We had a program that included leadership training on 5 Voices, XCORE, and XCEKERATE taught by Dr. Rimmer with Giant Worldwide.

d. IA Pro and Blue Team 100%

MPD implemented IAPRO and Blue Teams in May of 2022.

e. Community Safety Officers 0%

This is a designated civilian employee. The Community Safety Officer would respond to unverified alarms, man traffic control points, assist in collision investigations when streets need to be blocked, and community events. This position was not designated during this strategic objective implementation.

f. VIPS Volunteer Program 100%

In 2022, the Moore Police Department established a volunteer program. This program has been a great asset to the police department! Our volunteer members have fluctuated over the years, but we have maintained a core of dedicated volunteers that exemplify our goal of customer service. Weekly, volunteer staff assist at the front window of the police department and are the first contact for our citizens. We have volunteers who assist in maintaining our vehicle fleet and assist with clerical work. They also assist in almost all events conducted by the police department. They assist with ceremonies, retirements, burgers and badges, Meals on Wheels, Shop with a Cop, and many more. Our volunteer program, in partnership with our internship program, has volunteered over 5,800 hours since 2022, with cost savings to the city of over \$133,000.00.



g. Officer Wellness Program 100%

The Moore Police Department enhanced Officer Wellness through comprehensive training and initiatives focused on physical fitness, medical health, mental health, and financial wellness.

A new physical fitness training program was implemented for Officers in Training. This program was communicated department wide. The departmental gym was upgraded with multiple new pieces of equipment. Officers were authorized to utilize the gym during lunch breaks to encourage consistent participation. Nutritional education was provided to all officers during annual in-service training, while financial wellness information was delivered through the Basic Police Officer Academies and reinforced during routine shift briefings.

Mental health improvement was supported through the department's Peer Support Program and the integration of a Licensed Mental Health Professional.

h. Emphasis on Physical Fitness 80%

During the integration of the PT program, health information was shared via email to raise awareness.

Nutrition training and row testing were conducted during the 2024 in-service, during which 50 officers participated for familiarization.

The hiring standard was changed to row-and-run testing based on the Texas DPS model.

- 7 fitness instructors are conducting physical fitness training in the basic academy. The academy PT program is geared more toward functional fitness and overall performance, emphasizing full-body movements and cardiovascular health. This starts new Officers with the correct framework for physical health throughout their careers.
- Nutrition coach Lt. Matt Morrow conducted the 2024 in-service training and has also been teaching nutrition in the academy, usually during week 1. Through both of these efforts, this coaching is setting a standard for making good food choices throughout their career and, hopefully, helping them succeed during their phases of shift work.
- Academy physical fitness instructors (Delgado, Henderson, Harrold, Montague, Clarkston, Franco, Hughes)
- With the adoption of the basic academy and the simultaneous need for in-service training, we have outgrown the required gym and workout space.



i. Internal and External Customer Focus 100%

MPD focused internally on our people's wellness. We started a wellness program that takes funds from Mental Health transport reimbursements and uses the funds to send officers to mental health retreats. The funds were also used to purchase gym equipment for physical wellness. Externally, the department focused on how we treat people on calls and the way we speak to the public. The difference in Moore PD and other agencies was evident during our time on On-Patrol Live. Our interactions with the public were much more professional than other agencies.

j. Increased Departmental Training Program 80%

i. Two Training Officers

The training division has grown to include three training officers, a Lieutenant, and two Sergeants.

ii. Increased Training Tempo

Training tempo has greatly increased with yearly in-service training scheduled in 40-hour blocks multiple times throughout the year. In addition to this, we also became an Academy City, allowing the police department to run CLEET-approved police academies. These academies are 16 weeks in duration, and we have run two of these academies this year.

iii. Increase in Training Budget

The training budget has steadily increased over the past four years to meet the growing cost of proper training and education of our staff and police officers.

iv. Training Center

Recent audits by a nationally recognized architectural firm have demonstrated the need for a new training center. This facility could substantially reduce the costs of training outside the city. It would also provide the resources needed to maintain professional proficiency in physical fitness, law enforcement driver training, defensive tactics, and firearms.



GEOGRAPHIC POLICING 89%

We will utilize this model to personalize and humanize our police service.

a. Call sign Designation by District 100%

MPD adopted new call signs for officers designated by shift and district

b. Geographic Officer Assignments 100%

All shifts assigned officers to all six districts.

c. One Year Rotation 100%

Beginning in January of 2024, the department initiated one-year rotations on patrol shift schedules.

d. Pillar #1 of 21st Century Policing 100%

The Moore Police Department engaged heavily with the citizens of Moore throughout the strategic planning through community events, and police planned events. Events such as National Night Out, Burgers and Badges, and Coffee with a Cop gave citizens opportunities to interact with officers to build trust and legitimacy with the community.

e. Assign Secondary District Officers Based on Days Off 100%

All patrol shifts have assigned secondary officers to geographical districts.

f. Assign Geographic Supervisory Responsibilities 100%

There is a lieutenant assigned as the primary point of contact in each district. The supervisor monitors emails to district officers and ensures compliance with Geographical policing objectives.

g. Focal Leader/Focal Group (Squad Structure) 100%

The Moore Police Department implemented a Geographic Policing model during this three-year strategic planning period. Officers were assigned to specific geographic districts based on their capability to meet the unique needs of each area. Dedicated district email accounts allowed community members to communicate directly with the officers responsible for their respective neighborhoods.

Each month, officers conducted “3/2s” projects, identifying community concerns or problem areas and actively engaging with residents to collaboratively develop solutions.



Shift Supervisors were designated as Focal Leaders, each overseeing a Focal Group consisting of 5–7 officers with similar work schedules. These groups collaborated to address ongoing issues and enhance service delivery. Focal Leaders conduct quarterly one-on-one meetings with their assigned officers, focused on performance improvement, community engagement, and career succession planning. Shift Commanders, serving as focal leaders for the supervisory staff, frequently participated in these meetings. The first and third quarterly meetings were conducted in an office setting, while the second and fourth were conducted within the officer's patrol vehicle during a majority-ride-along shift, allowing for real-time observation, mentorship, and coaching.

h. Spokane Model for 10.5-hour Shifts in Patrol 0%

This initiative was not instituted. The FOP was not interested in 10.5-hour shifts.

i. CID Detective Assignment to Geographical Districts 80%

Detectives have been assigned to specific geographic districts within the city as an area to enhance their interactions with the community. This is accomplished in conjunction with patrol during community engagement programs.

j. CID Assigned Specific to Violent Crimes 100%

The Criminal Investigations Division has traditionally assigned certain detectives to a certain category of crimes. i.e.. Major Crimes Detectives, White Collar Crimes, Child Crimes, General Crimes, and Task Force Officers. The Detective Division regularly responds to investigating unresolved violent crimes in the Patrol Division or Complex cases requiring further investigation.

k. Social Media Outreach and Connection 100%

i. Communicate Directly with the Community via Social Media

Due to limitations in Meta Business Suite, analytical data before November 1, 2022, and parts of 2023, are unavailable. However, the 2023 annual review showed that by the end of 2023, engagement (post reactions, comments, and shares) had declined by 24.4%. Beginning January 1, 2024, through December 31, 2024, the Moore Police Department's Facebook page experienced significant growth, recording over 275,000 content interactions, an increase of nearly 2,300% compared to the previous year. While Instagram metrics for that year are incomplete, account reach increased by 2,300% (reaching 25,000 accounts). From January 1, 2025, to December 1, 2025, the upward trend continued. Facebook reach increased by an additional 162% in content interactions, reaching 722,600 accounts, while Instagram saw a 100% increase during the same period. Instagram continues to show steady and meaningful growth. Collectively, these figures indicate a major shift in how the department communicates with the public.



The growth in interactions reflects increased efforts to inform, engage, and maintain a direct connection with the community through consistent, strategic, and responsive content.

ii. Take Opportunities to Humanize the Badge and Build Community Relationship

Since assigning a full-time Social Media Manager in September 2023, the department has made a deliberate effort to “humanize the badge” and strengthen community relationships. Weekly content, ranging from community events to light-hearted interactions with kids, has helped create a more personal and approachable presence online.

The department now consistently posts positive, relatable material and responds to community questions or concerns in comment sections and group discussions. Before 2023, inconsistent posting limited opportunities to highlight officers and present them in a relatable, community-centered way.

iii. Identify Problems and Leverage Partnerships to Apply Solutions

Before the addition of a dedicated Social Media Manager, one of the department’s biggest challenges was the spread of misinformation in private social media groups. By actively joining these groups, monitoring tags and mentions, and responding quickly with verified information, the department has strengthened trust and improved accuracy in community conversations. A major improvement also came from consolidating access to the department’s social media accounts. Limiting posting abilities to trained individuals allowed the page to develop a consistent, recognizable, and trustworthy voice, further supporting effective communication and strong community engagement.



INNOVATION 94.4%

We will continuously seek to improve our systems and technology.

a. Upgrade Handgun Technology 100%

As of June 2024, the entire agency is equipped with a Generation 5 Glock 17 pistol outfitted with a Trijicon RMR type 2 and Streamlight TLR-1. This remains a high-quality handgun platform for all levels of use within the organization and across policing as a whole.

Additionally, beginning in July 2024, we began purchasing Generation 5 Glock 47 pistols equipped with the same optic and weapon-mounted light. The Glock 47 is a more versatile handgun with the same overall footprint as the Glock 17. The Glock 47 can also mount the optic directly to the slide, which is preferred. The firearms program will continue to progress and evolve as Glock Inc. improves the already great quality of its products.

b. Upgrade Rifle Technology 100%

As of September 2023, the Moore Police Department had purchased 58 Sig Sauer M400 rifles equipped with Holosun 510C optics and Streamlight Protac lights. This technology was a significant upgrade from the standard iron sights previously used and were enough rifles to outfit the entire patrol division. Beginning in Fall 2024, the firearms instructor cadre discovered issues with the Sig M400 and overall poor customer service from Sig Sauer. The firearms instructor cadre conducted extensive research and selected an even better rifle platform for the agency. As of November 2025, the Moore Police Department has purchased 33 Daniel Defense MK18 rifles equipped with EOTech EXPS2-0 optics, Streamlight Protac lights, and Ferro Concepts slings. These rifles represent the best duty-rated rifle platform on the market. An additional 26 fully equipped Daniel Defense MK18 rifles are planned for purchase before the end of 2025.

c. Increased Less-Lethal Technology 100%

- i. Taser 7
- ii. BOLO Wraps
- iii. Pepper Ball Guns
- iv. RIPP Restraints
- v. Bean Bag Shotgun Upgrades



MPD purchased Taser 7 devices for all patrol officers in FY21. The contract was for 5 years, and we are in the last year of the 5-year contract.

As of November 2025, the Moore Police Department has employed various types of less-lethal and non-lethal munitions. These tools include BoloWrap, bean bag shotguns, Taser 7, Ripp Restraints, and pepperball guns. Access to this variety of force options provides officers with more opportunities to reach peaceful resolutions to conflicts as they arise on the street.

As of November 2025, the Moore Police Department designated less-lethal shotguns. These shotguns are now equipped with less lethal orange butt stocks, orange forends with integrated flashlights, and orange slings. The training division is in the process of scheduling training to certify additional less lethal shotgun operators, so more officers will have this tool at their disposal on the street.

d. Handheld Fingerprint Scanners 100%

The Moore Police Department acquired a handheld fingerprint scanner in 2021, with full implementation occurring at the start of this strategic planning period. The scanner has been routinely utilized in patrol operations, significantly enhancing the ability to identify suspects whose identities were otherwise unknown. This device remains in active use today and continues to provide operational value.

e. New CAD/RMS System 50%

i. A new CAD/RMS vendor selection process started in May 2024.

Through committees, consulting assistance, and RFP processes, a vendor was selected in November 2025. The process of city approval, allocation of funds, and contract agreements has been presented to the City Government in December 2025 for approval. Implementation will begin in January 2026.

f. Crime Analyst Position 100%

In 2022, the Moore Police Department created a position for a Crime Analyst. Since that time, our Crime Analyst has provided critical information to officers to enhance the outcomes to active operations, provided intel to Detectives and Officers to assist in finding resolution to active cases, and providing helpful insights from statistics and trends in crime patterns to enhance our proactive approach to providing solutions to problems. This also created an opportunity for the MPD analyst to create new and strengthen existing relationships with other agencies in the area of Crime Analysis. The department will continuously seek to improve the analytical approach to modern policing by seeking out and implementing new trends in the area of Data Driven Policing and the sharing of critical intelligence.



g. Digital Media & Public Information Officer 100%

The Moore Police Department hit a home run with this hire. The digital media/PIO has done an amazing job of showing all the work these officers do daily for their community.

h. Wellness & Mental Health Liaison 100%

The Moore Police Department places a strong emphasis on Officer Wellness and the promotion of mental health for all personnel. During this period, the department expanded its Peer Support Team, which provides critical support to officers during both professional and personal challenges. The team delivered one-on-one peer support services and facilitated multiple critical incident debriefings and defusing sessions following officer-involved incidents.

Additionally, the department hired a Licensed Mental Health Professional (LMHP) to serve as a full-time therapist and Mental Health Liaison, housed within the police department. This professional provides a wide range of services to officers, firefighters, and City of Moore employees, including in-house Eye Movement Desensitization and Reprocessing (EMDR) therapy.

The department also implemented wellness programs and educational presentations for officers' spouses and families, offering insight into the realities of law enforcement work and strengthening family support systems through increased understanding and communication.

i. Enhanced Drone Program 100%

The Moore Police Department had utilized a drone for many years in a very limited capacity. As the market of drone technology began to grow and become more refined, the department recognized a need to blend this tech into our patrol tactics to serve as a tool to help transition into the next generation of policing. As a result, the department purchased drone equipment and sent up its first Drone Team. MPD identified proactive members to be trained in operating the equipment needed to provide aerial support.

This is evidenced by the increased location and apprehension of suspects involved in in-progress crimes, providing live overwatch on active operations and critical situations, drone entry into dangerous situations to enhance officer safety, and assisting patrol in locating missing people, just to name a few.

The department will continue the development and capability of our Drone Program as we look to new and emerging technology, such as Drone as a First Responder- giving officers insight into calls before officer arrival by dispatching a drone for overwatch.

