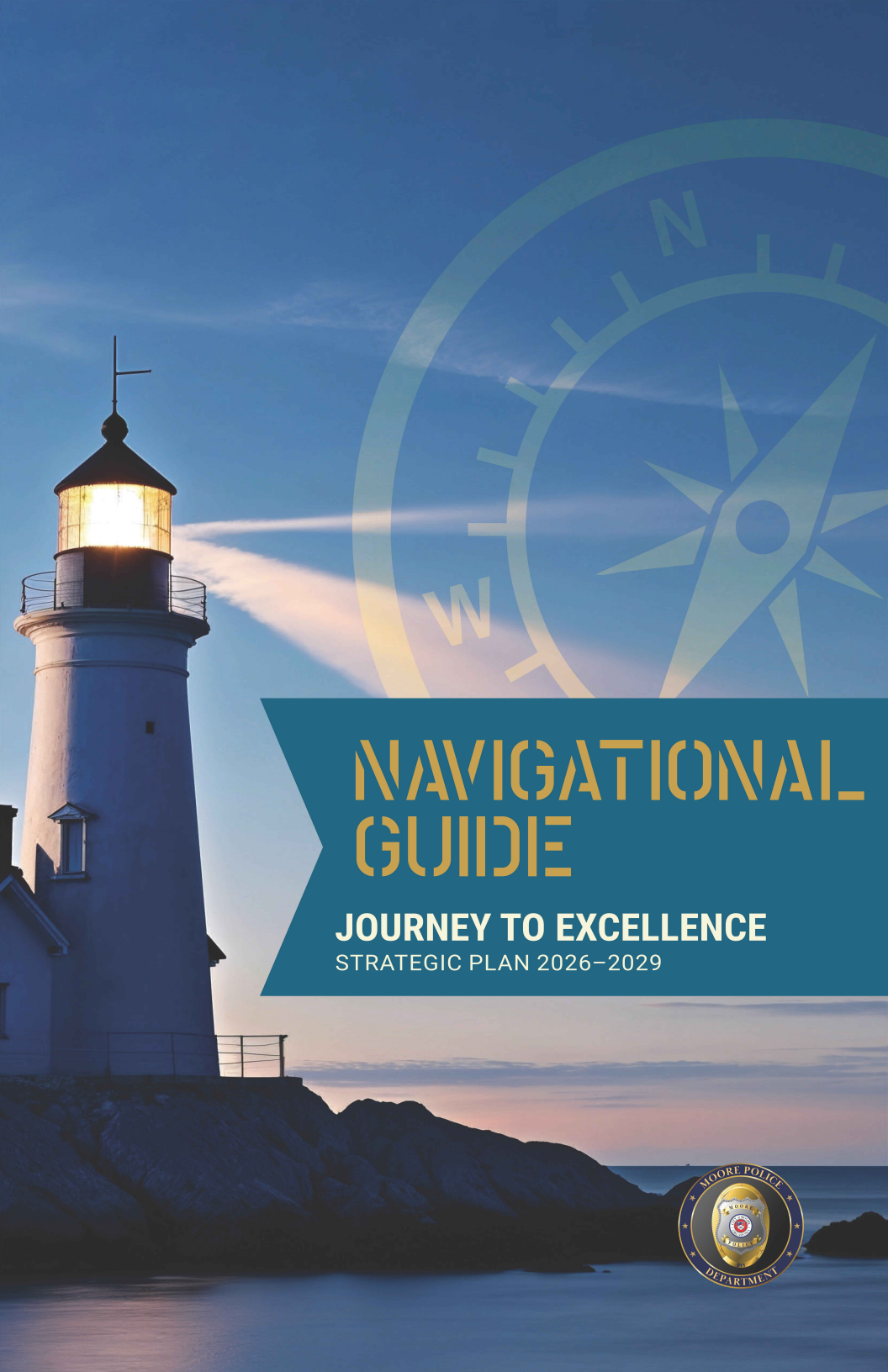


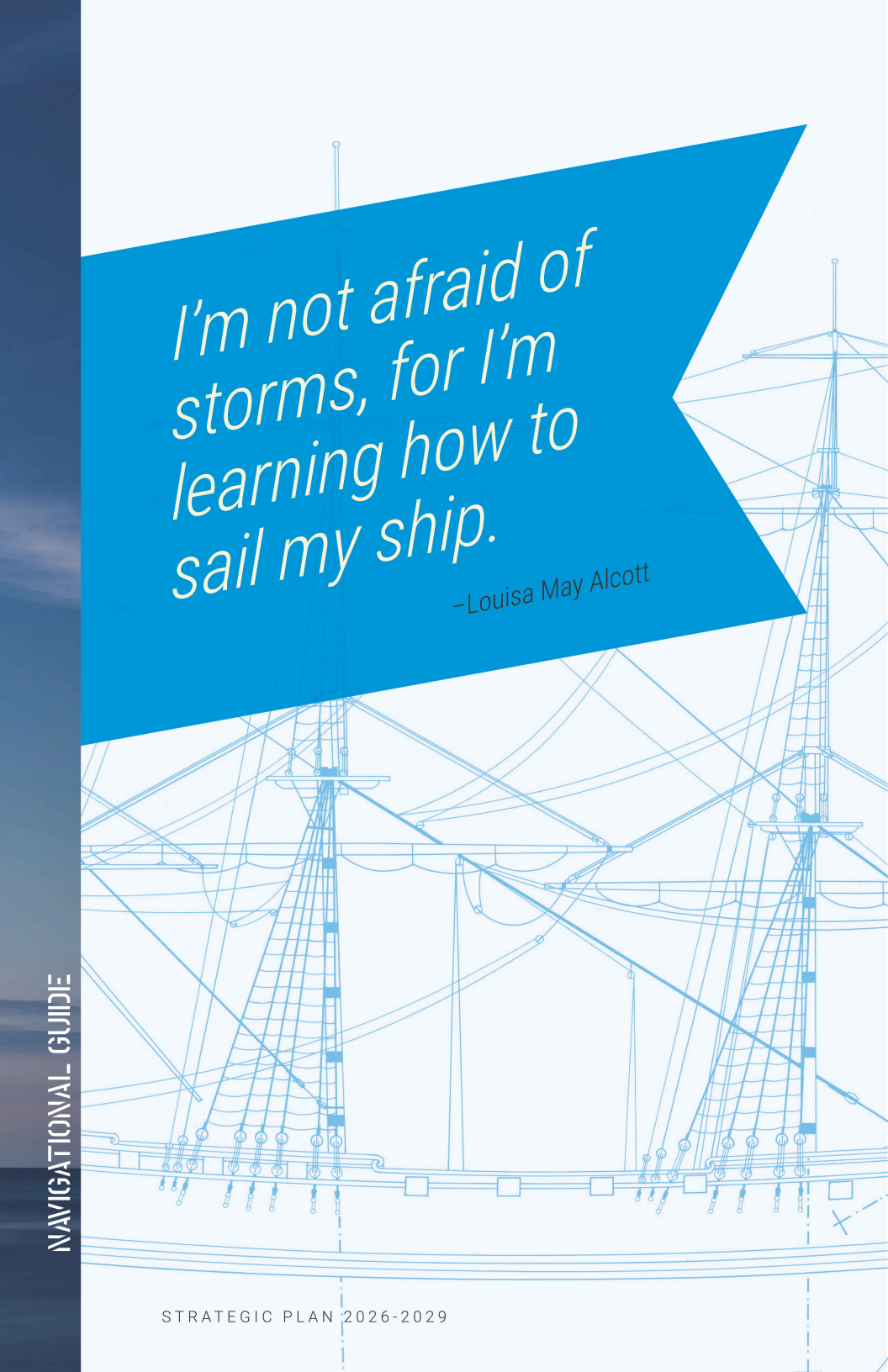


NAVIGATIONAL GUIDE

JOURNEY TO EXCELLENCE

STRATEGIC PLAN 2026–2029





*I'm not afraid of
storms, for I'm
learning how to
sail my ship.*

—Louisa May Alcott



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MESSAGE FROM THE CHIEF OF POLICE

It is with great pride that I introduce The Navigational Guide: Strategic Plan 2026–2029—a vision shaped by internal collaboration, guided by community voices, and committed to building a safer, more connected future for all of the City of Moore.

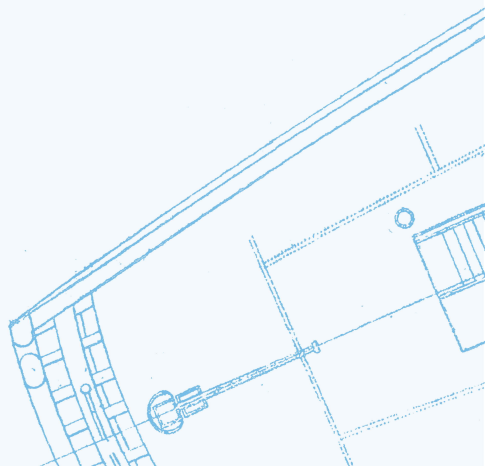
This plan reflects our department's core belief: that public safety is built on trust, transparency, and partnership. Walking side by side with our residents, we've identified priorities that matter—strengthening relationships, embracing innovation, advancing the profession of policing, and delivering service with integrity and care.

As we navigate forward, this guide will serve as our compass. It challenges us to lead with compassion, act with purpose, and remain deeply connected to those we serve.

Thank you for your continued trust and support. Together, we will steer the path ahead.



Chief Todd Gibson



EXECUTIVE STAFF



Chief Todd Gibson



Deputy Chief Blake Green



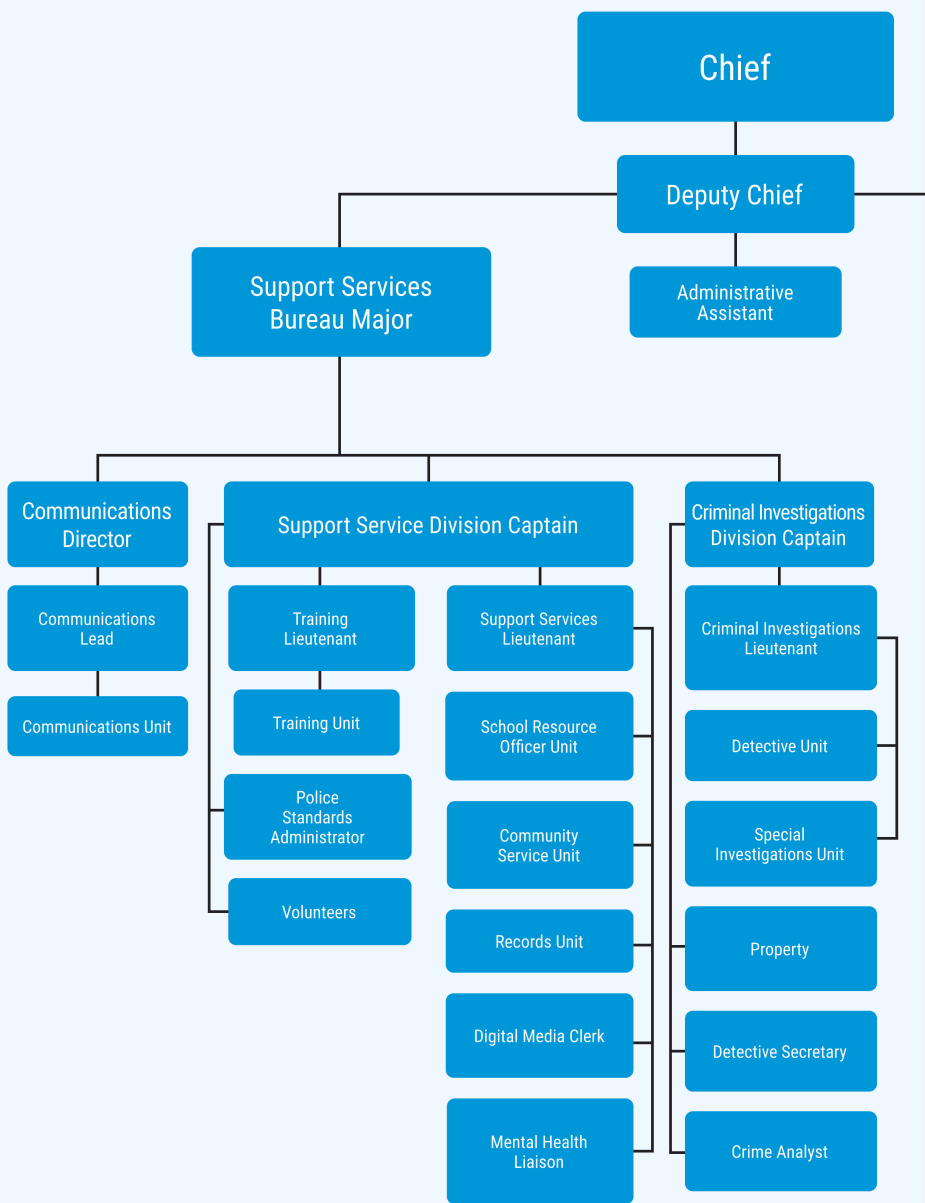
Major Chris Maddocks

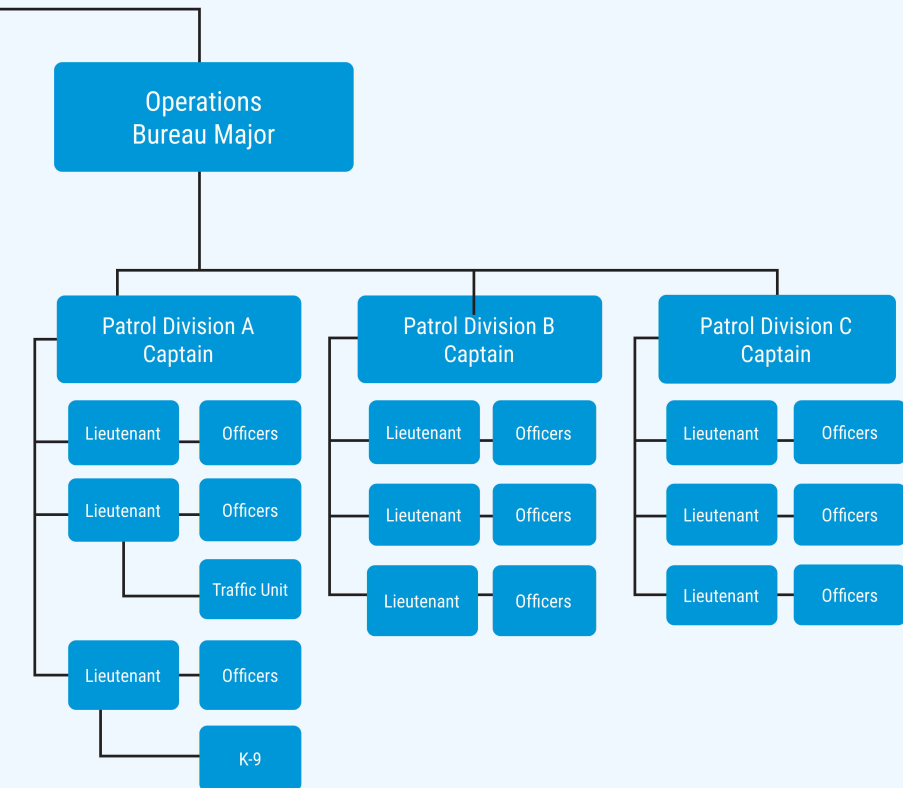


Major Kyle Dudley

The Leadership Team of the Moore Police Department met monthly for several months to help develop the Strategic Objectives for 2026 to 2029. Great thought was put into the objectives. The leadership team is very excited for the future of the Moore Police Department.

ORG CHART





109 Commissioned Officers
30 Professional Staff

CONTINUED COMMITMENT TO SIDE BY SIDE POLICING

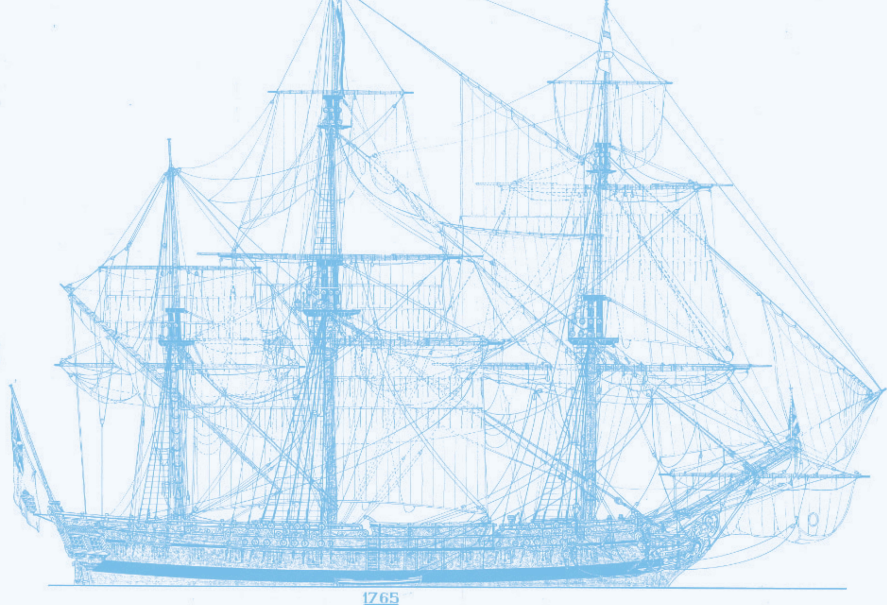
From port to starboard and stern to keel,

At the Moore Police Department, our commitment to Side by Side Policing is not just a strategy—it's a way of life. We are dedicated to walking alongside our community every day, building trust, fostering safety, and creating environments where everyone can grow and thrive.

Side by Side Policing reflects our ongoing promise to make a meaningful impact on the lives of those we serve. It's how we turn our Mission, Vision, and Values into action—by partnering with the community, not policing from a distance. We believe true public safety comes from collaboration, understanding, and shared purpose.

This approach is rooted in equality and respect. We see the police and community as one, working together toward common goals. When we stand shoulder to shoulder, we humanize one another, breaking down barriers and building relationships based on trust and empathy.

Our continued commitment to this model begins within our own ranks. We invest in leadership development and a healthy internal culture because we know strong, supported officers are essential to strong communities. A positive department culture leads to better service, deeper engagement, and more effective outcomes for everyone.



We believe good people make great police officers—and that begins with creating an environment where our team feels safe, valued, and empowered. When leadership supports and challenges individuals to grow, trust is built from the inside out. And when trust takes root, both the organization and the community thrive.

We remain steadfast in our promise to view every individual—both in the department and in the community—as someone worthy of respect, dignity, and support. This isn't a one-time effort. Side by Side Policing is a continuous journey, and we are committed to walking that path every day.

Moore Police Officers recognize that lasting partnerships are built over time. We honor the unique needs, goals, and dreams of every person we serve. By continuing to stand side by side with the community, we create lasting solutions, stronger relationships, and a safer Moore for all.

Together—and always—Side by Side, we are MOORE STRONG.

MISSION: *What we do to get there.*

VISION: *Is where we are going.*

VALUES: *Tools used daily to carry out the Mission in pursuit of the Vision.*

OUR MISSION

The Moore Police Department is here to walk alongside residents to create a city desirable to live in. Forging strong partnerships, we will find answers and apply solutions to problems. Compassionately serving and seeking the best outcomes with the community. Fighting crime, Passionately Protecting the community, and humbly putting Service Before Self.

*Together we are **MOORE STRONG**.*

OUR VISION

We aspire to enhance the community by positively impacting the lives of individuals.

OUR VALUES

Integrity

Our character in action; honest, trustworthy, and incorruptible.

Accountability

Openly operating to the expectations of the community. Own our actions.

Humility

We are not better than our residents, service before self.

Professionalism

Treating everyone with dignity and respect. Service with Pride and Honor.

Empowerment

Leading to increase partnerships and effectiveness, seeking excellence.

STRATEGIC OBJECTIVES



The purpose of strategic objectives is to provide clear, long-term goals that guide an organization's actions and decision-

making. In the context of the Moore Police Department, strategic objectives serve several important purposes, such as, direction, focus, accountability, teamwork, and community impact.

These Strategic Objectives were established by Command Staff, reflecting their vision and direction for the future of the Moore Police Department. Command Staff defines what these strategic objectives are, and all members are committed to working as a unified team to achieve them. Our collective mission is to create a better community and advance the Moore Police Department into the future.

STRATEGIC OBJECTIVES

1. TRAINING

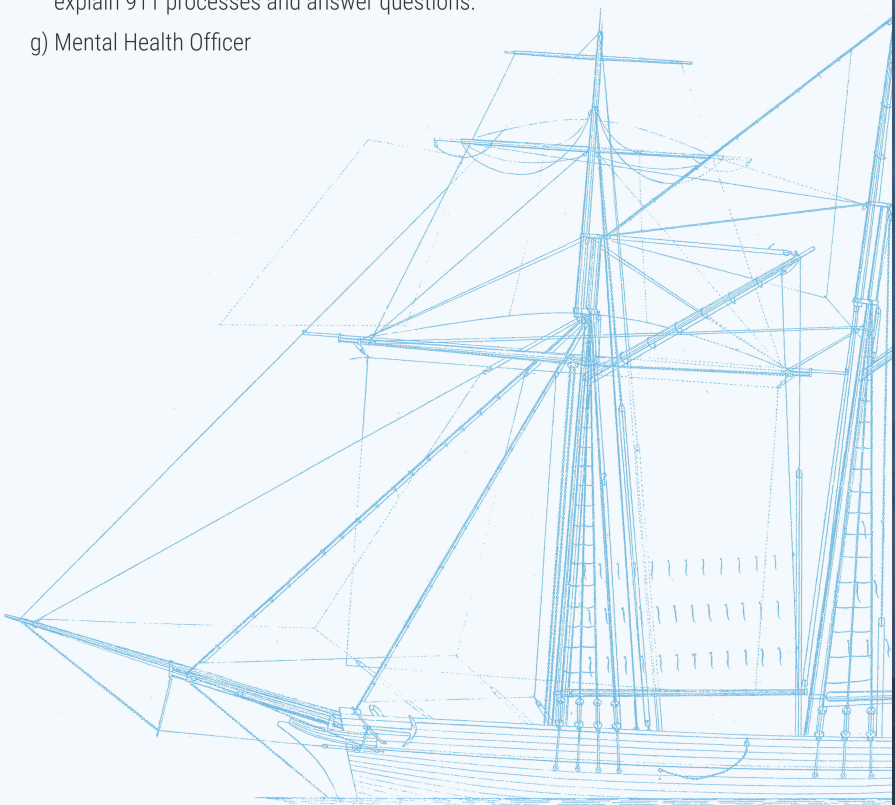
We will foster an environment where exceptional training develops our people into future leaders, enabling them to deliver the highest level of service to our community.

- a) Leadership Development
 - Develop a tiered leadership program (Develops a program that prepares personnel for promotion through scenario-based leadership challenges and mentorship)
 - Officer to Sergeant
 - Sergeant to Lieutenant
 - Lieutenant to Captain
 - Captain to Major
- b) Career succession planning
 - One on one focal meetings with Leaders / Officers
 - Conducted Quarterly
 - Two In Office Meetings
 - One In Car - Leader riding with an Officer
 - One In Car - Officer riding with a Leader
- c) Annual Training Plan (Organizational / Shift Level)
 - Annual Training Calendar
 - Outlines required, elective, and leadership development courses
- d) Sherpa Leadership (Pathway Building)
 - Intentional Leadership – (structured leadership program)
 - GiAnt training for line level officers
- e) Training facilities (firearms range and LEDT)
- f) Mandatory Physical Fitness Testing
- g) Require all supervisors and above to complete two leadership workshops or mentorship activities per year.
 - Tabletop exercises
- h) Ensure 100% compliance with mandatory training (CPR, EMD, NCIC/ OLETS, CAD/RMS updates), tracked quarterly.

2. ENGAGEMENT

We will empower personnel to build trust and legitimacy through effective communication, transparency, and community involvement.

- a) Relationships (Networking)
- b) Communication (Organizational / Shift Level)
 - Monthly leadership video briefings / newsletters / Line up leadership topics
 - Community Satisfaction Surveys
- c) Social Media
- d) Communication based training/coaching
 - Go to the Source, Conflict resolution, Starting the Conversation
- e) Supervisors conduct weekly team huddles to review updates, priorities, and feedback from the field.
- f) Dispatch representation at a minimum of two talk and teach events per year to explain 911 processes and answer questions.
- g) Mental Health Officer



3. GEOGRAPHIC POLICING

We will use modern community-based policing methods to effectively deploy resources and create community partnerships.

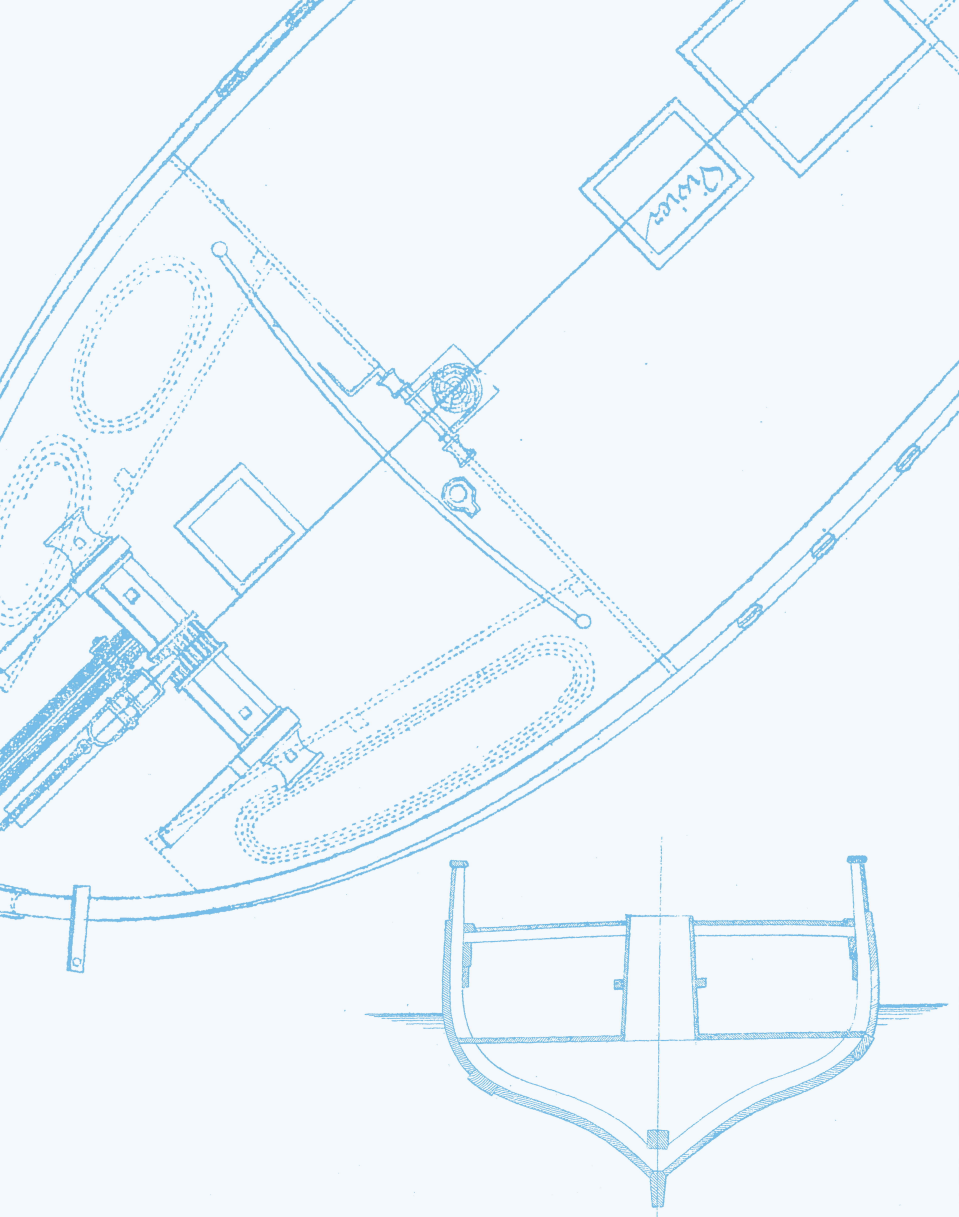
- a) Intelligence-based policing
- b) Citizen / business contacts
- c) Real time crime information
- d) Quarterly Geographic District Community Meetings
 - Review Crime Trends
 - Share Intelligence – Community Partnership
 - Hear community concerns
- e) Koper Curve
 - Assign designated areas to spend 10-16 minutes in every 2 hours
 - Intermittent and unscheduled patrols
- f) Three Two Projects
- g) DDACTS / Hot Spot Policing

4. INNOVATION

We will seek to enhance services by being at the forefront of cutting-edge systems and processes.

- a) New CAD/RMS System
- b) Real Time Crime Information Center
 - Provide live information for in progress operations via data analyst
- c) Technology/Equipment Review and Upgrades
- d) Organizational structure review
 - “Spin the Wheel”
 - Evaluate and improve efficiency, reduce redundancy, and streamline processes
- e) Wellness
 - Upgraded gym equipment
 - 2 tier Jiu Jitsu training
- f) Drone as First Responder Program
- g) Pilot at least one new dispatcher-focused technology tool per year.





These four Strategic Objectives are used as guidance in our current journey towards Excellence. The major components of where we are going should fall into one of these four categories. The implementation of these strategic objectives is what we will gauge our success on. We seek to achieve 80 percent implementation of these objectives between 2026 and 2029.

15 FUNDAMENTAL PILLARS

THAT ALL RESILIENT PEOPLE
AND TEAMS ARE FOUNDED ON.

Resilient organizations last long and navigate change better than anyone else. They are well-prepared, disciplined, have courageous teams who embrace change, and a culture founded on trust and accountability. They have aligned leaders who show courage in the face of unimaginable obstacles and gain participation and buy-in from all levels of the organization. They thrive in adversity and are never out of the fight.

1. They have a focused sense of urgency and anticipate change well. They believe a little bit of paranoia is a good thing. They are always looking to the horizon for opportunity and threats. Complacency does not exist.
2. They see beyond what other organizations would see as limitations and have an anything-is-possible mindset.
3. They actively weave accountability into the fabric of the culture. And it starts at the top.
4. They delegate leadership responsibility and authority down the chain of command. They give decision making capability to staff and provide the resources for rapid execution.
5. They don't waste time on activities that can't be measured. They invest in the strongest areas of the business and improve or eliminate the weak areas.

6. They exist in a constant state of transformation and reset goals every few years. Every time they do, they set a clear time-bound vision and communicate it regularly. Information is disseminated quickly, and they involve as many people as possible in mission planning.
7. Once they have the vision and mission well defined, they stay the course as long as market conditions and data support it. If not, they adjust.
8. They embody a people-first approach. People, then customers, then shareholders ... in that order.
9. Resilient teams attract, empower, and retain courageous people willing to do bold things.
10. They bounce back from adversity stronger than before. They tackle challenges head-on and always take the fight to the enemy.
11. They think and act horizontally. They actively break down vertical and horizontal silos and approach work and communication cross-functionally.
12. They self-correct quickly and adapt before problems become unmanageable.
13. Resilient organizations are made up of lifelong learners. They encourage transparent feedback and use that data to constantly improve the business. They give everyone a voice.
14. They never allow nor reward mediocrity. Performance expectations are clearly defined, and they always recognize and reward above-and-beyond behavior.
15. Resilient teams define excellence as the constant pursuit of excellence. They are never satisfied with the status quo.

GEOGRAPHIC POLICING: PUTTING SIDE BY SIDE POLICING INTO ACTION

Community policing has long been rooted in the idea that public safety is most effective when police and communities work side by side. Originating as far back as the 19th century and gaining momentum during the 1960s, this approach emphasizes building trust, solving problems together, and maintaining open lines of communication.

At the Moore Police Department, we bring this philosophy to life through Geographic Policing—a structure that aligns perfectly with our commitment to Side by Side Policing.

Geographic Policing assigns officers to specific areas of the city, where they stay consistently across all three shifts (Adam, Baker, Charlie). Instead of rotating officers daily, we build permanent, 24-hour teams responsible for one district. This means residents interact with familiar faces—officers who know the neighborhood, understand its unique challenges, and are invested in long-term solutions.

This model enhances our ability to:

- Build stronger relationships with residents and community partners.
- Reduce crime and fear through increased visibility and proactive problem-solving.
- Improve communication between officers, residents, and local organizations.
- Support long-term solutions through collaboration across ranks and divisions.

Officers work closely with Detectives, Flex Officers, Crime Analysts, and community stakeholders to address recurring issues. Shift Lieutenants provide direct leadership within districts, while Captains and the Major coordinate broader strategic efforts and allocate resources effectively.

Geographic Policing is how we personalize, professionalize, and humanize our police service. It gives every resident a clear point of contact and strengthens trust—an essential part of Side by Side Policing.

By consistently assigning officers to the same areas, we're not just responding to calls, we're becoming part of the community. And when officers and residents walk side by side, real progress happens.

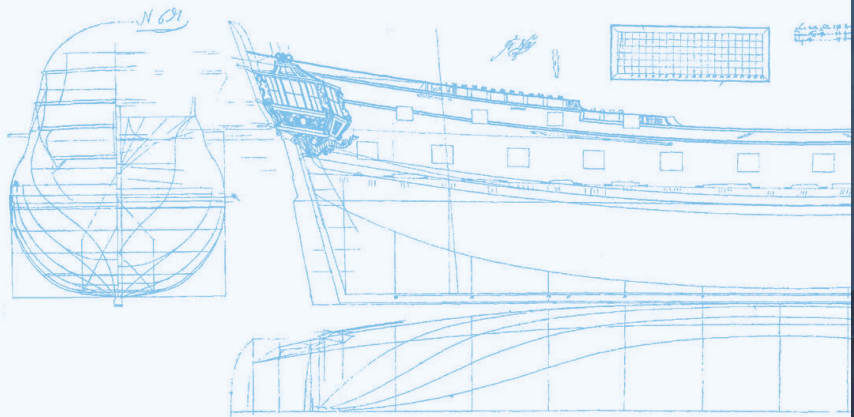
THREE TWOS

Three Two Projects is an innovative Geographical Policing Initiative designed to reduce crime through creative and community-driven approaches. Emphasizing proactive leadership and engagement, this initiative empowers lieutenants—our frontline supervisors—to lead efforts that go beyond traditional methods by embracing the principles of community policing.

As part of the initiative, lieutenants are expected to:

- Lead at least two projects per month,
- Collaborate with at least two additional team members on each project,
- Dedicate a minimum of two hours per project to ensure meaningful impact.

To foster innovation and ownership, no specific guidelines are provided, encouraging lieutenants to think independently, act resourcefully, and tailor their efforts to the unique needs of their communities. This initiative is not just about enforcement it's about leadership, creativity, and building trust through action.



DATA-DRIVEN APPROACHES TO CRIME AND TRAFFIC SAFETY (DDACTS)

At the Moore Police Department, we believe that effective policing starts with smart strategies. One of the tools we use to guide our work is DDACTS – Data-Driven Approaches to Crime and Traffic Safety.

DDACTS integrates location-based crime and traffic data to identify high-risk areas, where traffic crashes and criminal activity often overlap. By analyzing this data, we can focus our resources more effectively—putting officers where they’re needed most to reduce both crime and collisions.

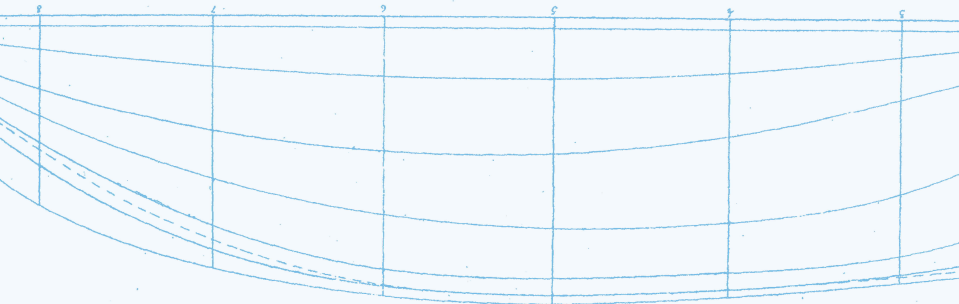
This approach is grounded in three key principles:

- High-visibility enforcement in targeted areas
- Data-driven deployment of officers and resources
- Community engagement to ensure transparency and build trust

DDACTS is not just about enforcement, it’s about prevention. The goal is to deter dangerous driving and criminal behavior by increasing police presence in strategic areas, reducing the conditions that allow them to occur in the first place.

This method supports our broader mission of Side by Side Policing by combining proactive strategies with community partnerships. As we use data to improve safety, we remain committed to working collaboratively with residents to build safer, stronger neighborhoods, together.

Smart deployment. Safer streets. Stronger communities. That’s the DDACTS approach.



KOPER CURVE

The Koper Curve is an evidence-based policing strategy developed from research by criminologist Christopher Koper, demonstrating that short, strategically timed police visits to crime hotspots, typically lasting 12 to 15 minutes, can significantly reduce crime and disorder. Rather than maintaining a constant presence in one area, officers rotate through high-crime locations in a high-visibility but unpredictable manner, which enhances the deterrent effect on criminal activity. This approach is not only efficient in terms of resource deployment, but it also minimizes unnecessary police saturation in neighborhoods, helping to reduce community tension while still addressing public safety concerns.

For communities, the Koper Curve has proven effective because it balances enforcement with approachability and visibility, reinforcing the presence of law enforcement without overwhelming residents. It creates safer environments by focusing on prevention rather than reaction, and by targeting specific areas with short bursts of activity, it allows officers to maintain positive engagement with the community. Departments using this strategy often report reductions in violent crime, improved public perception of safety, and stronger trust between police and residents, key components in building lasting community partnerships.

5 THINGS YOU NEED TO KNOW ABOUT HOT SPOTS POLICING & THE “KOPER CURVE” THEORY

“Hot spots” policing is highly effective, and many police leaders use the term to describe their policing strategy. This is not surprising in that a substantial amount of crime is produced in a few small areas (i.e., streets segments or blocks). In some cases, as much as 50% of calls for service or incidents of crime can be found in less than 5% of places (e.g., blocks) (Weisburd, D., 2015). However, while hot spots policing may positively impact crime, police leaders should consider using the “Koper Curve” Principle to maximize crime reduction and increase community satisfaction and legitimacy. The Koper Curve, emanating from the Minneapolis Hot Spots Policing experiment and tested in Sacramento, suggests that random 10-15 minute patrols at least every two hours in hot spots optimized deterrence.



1 “HOT SPOTS” POLICING IS EFFECTIVE

Research has demonstrated that hot spots policing can be an effective crime reduction strategy. This finding is confirmed in George Mason University’s Evidence-Based Policing Matrix and in the U.S. DOJ’s CrimeSolutions.gov, a “what works” clearinghouse.



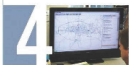
2 WHAT OFFICERS DO IN HOT SPOTS MATTERS

Simply telling officers to patrol hot spots, to increase misdemeanor arrests in those areas or to remain stationary in those areas for prolonged periods of time is costly and impractical. The Koper Curve offers a more practical and efficient approach.



3 PROACTIVE 10-16 MINUTE STOPS IN HOT SPOTS MAXIMIZES DETERRENCE

Intermittent patrol of micro-hot spots (street segments or blocks) of 10-16 minutes at least every two hours extends deterrence. According to Koper (1995), the likelihood of crime or disorder within 30 minutes after a patrol drive through was 15%; for stops of 10-16 minutes, the likelihood was reduced to 4%, causing deterrence to “peak.”



4 HOT SPOT VISITS OR STOPS MUST BE RANDOM AND INTERMITTENT

To ensure that the patrols do not become predictable and therefore avoidable, patrols in micro-hot spots should be random and intermittent, as opposed to regularly scheduled, e.g., every two hours. CAD and Automated Vehicle Locators (AVLs) can be used to monitor and deploy patrol in hot spots.



5 THE BENEFITS OF USING KOPER CURVE THEORY GO BEYOND CRIME REDUCTION

In addition to reducing Part I crimes in hot spots, using the Koper Curve Principle to guide deployment and patrol strategy makes better use of officer time. By increasing visibility and positive community engagement within hot spots, agencies are likely to enhance community trust and legitimacy, which may further impact crime reduction and improve satisfaction.

When combined with situational and problem-oriented policing strategies implemented by patrol officers and other units or officers, hot spots policing using the Koper Curve Principle can enhance policing effectiveness, thereby substantially reducing crime not only in hot spots, but possibly the jurisdiction overall. Law enforcement leaders should remember it is also important for patrol and community policing units to engage the community using problem-solving approaches to eliminate conditions that may facilitate crime, including vacant properties, poor lighting, nuisance and public order offenses, and debris and graffiti.

The Police Foundation is the oldest nationally-known, non-profit, non-partisan, and non-membership-driven organization dedicated to improving America’s most noble profession – policing. The Police Foundation has been on the cutting edge of police innovation for 45 years since it was established by the Ford Foundation as a result of the President’s Commission on the Challenge of Crime in a Free Society.



www.policefoundation.org

202.833.1460

follow us on Twitter @PoliceFound



CRITICAL DECISION MAKING



“Spin the Wheel”

Moore Police Department
9 Principles of Officer Safety

Principle #1-**MANEUVER:**

Keep the threat in front of you!!!

Principle #2-**SECURITY:**

Make the area safe before conducting business.
Safety First, business second (general rule).

Principle #3-**SIMPLICITY:**

One thing at a time.

Principle #4-**DISTANCE:**

Closer is not always better!!
Distance equals Time.

Principle #5-**OFFENSE:**

Use appropriate Force.
SPIN THE WHEEL.

Principle #6-**MASS:**

WAIT on back up if you can.
Remember good guy to bad guy ratios on contacts.

Principle #7-**BARRIERS:**

Barriers create distance and time.
Provide a shooting platform.

Principle #8-**COVER:**

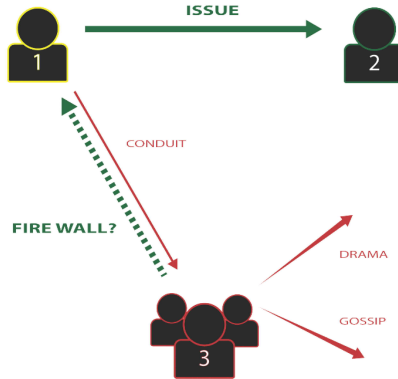
ALWAYS THINK COVER AND CONCEALMENT!

Principle #9-**RETREAT:**

For every situation, think of your surroundings.



GO TO THE SOURCE



GiANT

Be the firewall not the conduit !

19

Communicate
exchange information
have a connection
writing, speaking
what is



RULES FOR CONFLICT

GROUND RULES:

1. NO PROFANITY
2. NO YELLING
3. NO PERSONAL ATTACKS
4. STICK TO THE FACTS AND MERITS OF THE ARGUMENT
5. WHEN A DECISION IS REACHED, SUPPORT ONE ANOTHER (EVEN IF IT WAS NOT YOUR IDEA)

Here We
Encourage Debate,
Discourse,
and Healthy Conflict

We can have conflict and still maintain **UNITY.**

CHANGE THE WORLD

When I was a young man, I wanted to change the world.

I found it was difficult to change the world, so I tried to change my nation.

When I found I couldn't change the nation, I began to focus on my town.
I couldn't change the town and as an older man, I tried to change my family.

Now, as an old man, I realize the only thing I can change is myself,
and suddenly I realize that if long ago I had changed myself,

I could have made an impact on my family.

My family and I could have made an impact on our town.

Their impact could have changed the nation,
and I could indeed have changed the world.

Author: Unknown Monk 1100 A.D.

