

0800-0810	<p>I. Introductions - introduction of Presenter.</p> <p>II. Course Overview:          The Rampart Dialogue presentation takes an in depth look at the causes, events and circumstances leading up to, surrounding, and beyond the LAPD Rampart scandal. The presenter was the Captain and Commanding Officer of the LAPD Rampart Division and CRASH Unit during the intense and tumultuous three years when the problems occurred from 1995 to 1998. The course will discuss a candid, no holds barred, personal account of the leadership Issues which he continually faced during and for years beyond that time. The presentation will also look into the LAPD culture which existed at the time, the incremental steps and specific case studies of arrests, shootings and incidents that led to corruption, the downfall and narcotics arrest of Rafael Perez, the aftermath, its toll and consequences in terms of careers, reputations and family life. Most importantly, a discussion on the leadership, insights and lessons learned to impact, deter and deal with potential corruption and the ethical issues required.</p> <p>III. Administrative needs:          The class will start at 8:00 am and end at 1:00 pm.</p> <p>IV. Ground rules          To create a classroom that is conducive to adult learning that will create a dialogue encouraging questions related to ethics, leadership, supervision and critical thinking during the presentation and at the start of each return from break.</p>
0810-0900	<p>V. Rampart Background</p> <p>A. Command</p> <ol style="list-style-type: none"> <li>1. An overview of the working relationship between the two Commanding Officers of Rampart and</li> <li>2. Mistakes or lessons learned related to loyalty to upper command,</li> <li>3. Ego, fear and moral responsibility to act.</li> </ol> <p><b><i>Instructor: Presented in such a way to impact any rank or two partners working together.</i></b></p>

<p>0900-1000</p>	<ul style="list-style-type: none"><li>B. Community<ul style="list-style-type: none"><li>1. The Rampart community environment 1995/1998</li><li>2. The challenges, stresses, violence, relationships, demands, crime</li><li>3. Impact on the inter-action of police and the community.</li></ul></li><li>C. Officers<ul style="list-style-type: none"><li>1. The assigned Rampart Officers within the walls of the station</li><li>2. The issues, challenges, demands, they faced and its impact on their mindset.</li></ul></li><li>D. CRASH Unit<ul style="list-style-type: none"><li>1. Lessons learned and mistakes made with this highly trained yet highly stressed unit</li><li>2. Span of control, lack of needed attention, flawed supervisory selection paradigm and its impact.</li></ul></li></ul> <p>VI. Rafael Perez</p> <ul style="list-style-type: none"><li>A. Incremental steps to corruption:<p>Corruption does not occur in a vacuum. The steps taken by Perez and CRASH partner Nino Durden, from excessive force, to fabrication of probable cause to planting of evidence to perjury to stealing narcotics evidence. How they rationalized their action to the point of “white noise”</p></li><li>B. Compromising:<ul style="list-style-type: none"><li>1. Officers.<p>How they effectively put partners (who lacked the moral courage or ethics to counter) in compromising situations</p></li><li>2. Supervisors<p>How they did the same with Supervisor.</p></li></ul></li></ul>
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1000-1100	<p>VII. Case Studies:</p> <p>A. An overview of the October 12, 1996 Javier Ovando OIS involving Perez and Durden. 3 versions are presented:</p> <ol style="list-style-type: none"> <li>1. Official LAPD Shooting Team version conducted the night of the OIS,</li> <li>2. Perez/Durden version 3 years later,</li> <li>3. Ovando version 3 years later.</li> </ol> <p>B. An overview of 3 significant incidents which occurred beyond Rampart Division but within LAPD during the Rampart era:</p> <ol style="list-style-type: none"> <li>1. Biggy Smalls Homicide, February 9, 1997.</li> <li>2. Gaines/Lyga OIS, February 18, 1997.</li> <li>3. Bank of America Robbery, November 6, 1997</li> </ol>
1100-1130	<p>VIII. Perez’s Downfall:</p> <p>A. The discovery of 3 kilos of cocaine missing from LAPD evidence locker.</p> <p>B. Subsequent investigation leading to the arrest of Perez.</p>
1130-1200	<p>IX. The Aftermath:</p> <p>A. Toll</p> <ol style="list-style-type: none"> <li>1. Suspensions,</li> <li>2. Boards of Rights,</li> <li>3. Terminations, and</li> <li>4. Approximately 70 Officers impacted.</li> </ol> <p>B. Consequences</p> <ol style="list-style-type: none"> <li>1. Loss of homes,</li> <li>2. break up of marriages,</li> <li>3. suicides,</li> <li>4. Public trust.</li> </ol>

<p>1200-1300</p>	<p>X. Leadership</p> <p><i>Instructor: The following 4 perspectives are discussed and emphasized throughout the presentation where appropriate or as a result of questions from participants. The emphasis given however is noted for each. A summary is presented at the end. A constant “no holds barred” perspective from the presenter in terms of mistakes made. The presenter also describes the impact of his Board of Rights and subsequent 20 day suspension in terms of family impact, how to deal with adversity with dignity and integrity. How to overcome Leadership failure.</i></p> <p>A. Lessons Learned</p> <ol style="list-style-type: none"> <li>1. Leadership,</li> <li>2. ethics,</li> <li>3. ego,</li> <li>4. Moral courage.</li> </ol> <p>B. Ethical Fitness</p> <ol style="list-style-type: none"> <li>1. Creating an ethical environment starting from the power of one which builds from individual to group to Divisional to Organizational effectiveness.</li> <li>2. An environment that questions, challenges, and discourages minor indiscretions! <b>If you see it, you own it!</b></li> <li>3. Continuem of Compromise (Kevin M Gilmartin)</li> </ol> <p>C. Ethical Tactics</p> <ol style="list-style-type: none"> <li>1. Emphasis <b>Officer Safety/Physical Tactics</b>. We train, we prep, we ensure, we stress over and over again,</li> <li>2. Fail at <b>Ethical Tactics!</b> That too is Officer Safety. One will get you killed; the other will get you fired.</li> </ol> <p>D. Shared Accountability</p> <ol style="list-style-type: none"> <li>1. Related to Ethical Fitness.</li> <li>2. Ramparts failure was a shared responsibility.</li> </ol> <p>We should have seen it coming! <b>You encourage what you tolerate.</b> If you fail to challenge you appear to sanction.</p>
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