

JULY 2010

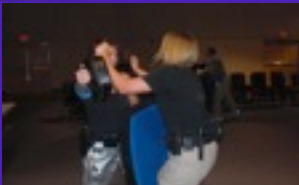
# SISTERS IN LAW

*A Publication of Rocky Mountain Women in Law Enforcement*



LOOKING AHEAD TO OUR 2010 CONFERENCE  
PUEBLO, CO - SEPTEMBER 22-24, 2010

GREAT SPEAKERS 3 Fun Days



2009 Photo Shots

## GET EXCITED! THE 2010 RMWLE CONFERENCE IS RIGHT AROUND THE CORNER...

After the great conference we had in 2009, we are ready to have the same success this year. The committee and other volunteers have already spent many hours preparing to welcome you and your peers to Pueblo, Colorado for the 2010 Rocky Mountain Women in Law Enforcement Conference!

Each year the activities and presentations provided are selected from suggestions from the previous year. Again this year we will be having hands on pre-conference activities. During the pre-conference officers will have an opportunity to participate in a Knife Defensive Course taught by K-9 Officer Greg Black, and scenario based FATS Training. The many speakers

scheduled for the regular sessions will be discussing leadership, Recruitment/Retention, Advancement, Surviving Critical incidents, Dispatch/Officer Relations, and more.

The RMWLE Committee is dedicated to the recruitment, retention, mentoring and promotion of women in Law Enforcement. This has never been more critical than it is today. There has always been the hope that there would be a natural growth in the number of women law enforcement. However, a recent study from the US Department of Justice, Bureau of Justice Statistics, has shown that the growth has been less than impressive. The study, "Women in Law Enforcement, 1987-2008" showed that in (cont'd on Page 2)

JULY 2010  
VOLUME 6 ISSUE II

## Conference 2010



### Where?

#### Back to Pueblo, CO!

We are heading back to the southern Front Range City of Beautiful Pueblo, CO. The famous Riverwalk is a delight to visitors!

### When?

September 22-24, 2010

### How Much?

#### RMWLE - Always Affordable!

As a non-profit organization, we are committed to keeping costs low while offering the highest quality instruction with a huge dose of fun! Costs are typically \$275 to \$325 and we continue to offer our aggressive discounts for agencies who send four for the price of three. Please go to [www.rmkle.org](http://www.rmkle.org) to obtain current registration information.



### What?

#### Our 2010 Agenda Is In The Works!

Take a look at our speaker line-up at [www.rmkle.org/speakers.html](http://www.rmkle.org/speakers.html). Do you know of a great speaker that would be a perfect fit for RMWLE for our 2010 or 2011 conference? Visit our Conference page at [www.rmkle.org](http://www.rmkle.org). We encourage and appreciate suggestions... Please email us at [info@rmkle.org](mailto:info@rmkle.org)!

## A LOOK AHEAD TO 2010

2008 although there were approximately 100,000 women in law enforcement nationwide, the percentage of increase since 1987 is single digit. Hopefully our continuing efforts will have an impact in the future and there will be an increased number of women in law enforcement by 2027. See you in September!

### TEXT BRIDGES - A METHOD TO DETECT LIES

Lying by omission is the preferred method to lie. Liars tell the truth up to the point where they want to withhold information, withhold the information, and then tell the truth again. Liars need only remember the portion of the story they left out. The Truth Bias also helps liars because people have a tendency to excuse away one or two irregularities in an otherwise truthful story. Text Bridges indicate where people intentionally or unintentionally withhold information in their written statements or spoken words.

Most liars tell the truth up to the point where they want to conceal information, skip over the withheld information, and tell the truth again. Successful liars construct sentences that allow them to skip over withheld information to make the story appear truthful. Constructing a sentence to span the information gap replicates building a bridge across a river. A road stops at the river's edge, a bridge spans the river, and the road continues on the opposite bank. Bridges come in a variety of designs, but each design must adhere to specific construction standards or structural failure occurs. Likewise, sentence construction must follow certain grammar rules. Truthful people use the same grammar rules as deceptive people to construct sentences. The omission or obfuscation of the truth differentiates truthful communications from deceptive communications. Isolating the words or grammatical devices used to bridge information gaps identify intentionally or unintentionally withheld information. The grammatical devices used to bridge information gaps, also referred to as Text Bridges, serve as markers to locate withheld information; however, withheld information does not always indicate deception.

Text Bridges allow people to transition from one topic to another without detailing tedious, lesser-included activities. For example, in the sentence "I got up, and then I took a shower, and then I ate breakfast," the Text Bridge then signals withheld information. The withheld information does not constitute deception. The communicator did not want to bore the listener or reader with the lesser-included activities of taking a shower and eating breakfast. The omitted activities encompass turning on the water, soaping, rinsing, drying off, donning clothes, walking to the kitchen, taking a bowl from the cupboard, filling the bowl with cereal, going to the refrigerator to get milk, etc. However, Text Bridges used at critical times during interviews or interrogations may signal deception. Investigators must assess the potential value of the missing information. If investigators deem the missing information to have no value, then they can ignore the Text Bridge.

Text Bridges comprise three categories: subordinating words, adverbial conjunctives, and transition words. Some Text Bridges overlap categories depending on the context of the sentence but, regardless of their grammatical function, they still act as text bridges. Subordinating words connect unequal but related ideas and create time gaps. Subordinating words include: after, although, as if, as long as, because, before, even though, if, in order, that, since, so, that, than, through, unless, until, when, where, wherever, and while. For example, a husband suspected of killing his wife arrived home at 5:00 p.m. and made the following statement to the investigating detective, "After I came home, I found my wife dead." The subordinating word after creates an information gap from the time the man came home until the time he found his wife dead. The murder suspect wanted to give (continued on Page 5) (cont'd

ENHANCING LAW  
ENFORCEMENT...

# About RMWLE

ONE WOMAN AT A TIME.

**Mission Statement:** *To promote the recruitment, retention, mentoring, and promotion of women in law enforcement, sworn and civilian, by providing an annual conference to educate law enforcement agencies and their employees on ways to increase the number of women in this profession.*

## Nonprofit Organization

### Founded 2002

Law Enforcement Officers from the Front Range of Colorado came together to form the first committee and produce the first Annual Conference. The organization applied for and received non-profit 501(c)3 status in 2003.

RMWLE has no paid employees; it is run solely on the elbow grease of volunteers! Donations to RMWLE are tax deductible.



## Board of Directors

### 2009-10 Executive Board:

**President - Sgt. Felicia Low**  
Colorado Springs Police Department

**1st Vice Pres. - Lt. Donna Dougherty**  
Mesa County Sheriff's Office

**2nd Vice Pres. - Sgt. Candy Mullins**  
Lone Tree Police Department

**Secretary - Det. Nancy Gifford**  
Colorado Springs Police Department

**Treasurer - Lt. Tammy Twombly**  
Arapahoe County Sheriff's Office

### 2009-10 Executive Board

THANK YOU!



**2010 RMWLE Conference Agenda** (subject to change)  
**Tuesday, Pre-conference Workshops, September 21, 2010**

8:00am - 5:00pm	<b>Knife Defensive</b> - K-9 Officer Greg Black- Douglas County Sheriff's Office <b>FATS Machine Course</b> - Pueblo PD Instructors- Pueblo Police Department
6:00 - 7:00pm	Early conference registration- Pueblo Marriot Hotel Lobby
7:00 -10:00pm	Evening networking/mixer at Boetcher Park

**Wednesday, September 22, 2010**

7am - 8am	Registration, Coffee, Tea, Networking
8 - 8:30 am	Opening Ceremonies
8:45-10 am Break 10:20am - 12pm	<b>From Cuffs to Confession - John R. Schafer, Ph.D. FBI (Ret.)</b> How to deal with a suspect after he has been arrested. The goal here is to get a confession between the time the suspect is arrested and time he/she is booked.
12pm - 1:30 pm	Lunch on your own
1:30 - 3pm Break 3:20 - 4:30pm	<b>Major Case Presentation - Inspector John San Augustine</b> (El Paso County Sheriff's Office)
5pm- 8pm	<b>Silent Auction, Cocktail Reception, Dinner, Keynote Speaker :</b> Heather Coogan- Littleton Police Chief
8:30 pm- 11pm	Hospitality Suite- River Walk

**Thursday, September 23, 2010 - BREAKOUT SESSIONS**

7am - 8am	Coffee, Tea and Networking		
8am -12pm	<b>Integrative Restoration for Stressed-Out Bodies</b> Sandy Kline/Karin Bustamante-	<b>Command Performance: Advancing to the Next Level</b> Najir Nuriddin- Commander Bakersfield California PD	<b>Reaching Back and Moving Forward:How Women In Law Enforcement Can Succeed - And Why They Must Also Help Each Other Advance</b> Lauren Stiller Rikleen
12- 1:30	<b>LUNCH / VISIT VENDORS/FASHION SHOW</b>		
1:30pm - 4:30pm	<b>Jeanne Smith-</b> Former DA 4th Judicial District	<b>Leading Through Adversity: Tapping the Power of Explosive Leadership</b> Penny Culbreth-Graft- Former City Manager for Colorado Springs	<b>I Won- Surviving Critical Incidents</b> K-9 Officer Greg Black- Douglas County S.O.
5pm-9 pm	Mixer at Boetcher Park		

**Friday, September 24, 2010**

8:30am-12:30pm	<b>Sgt. Betsy Brantner Smith-</b> The Love/Hate Relationship Between Cops and Dispatchers
12:30-1:00pm	Lunch/Closing Slide Show

# THE LOVE/HATE RELATIONS BETWEEN COPS AND DISPATCHERS

Let's be honest, there is no better example of a "love-hate relationship" than the daily interaction between street cops and their dispatchers. When things are going well, we love each other; when they're not, tempers flare, attitudes take a nosedive and we temporarily hate each other. Having spent time on both sides of the dispatch center, I'd like to make just a few suggestions for making life easier—and safer—for each other.

## **Police Officers - Mind Your Manners**

When you key up that microphone, be mindful of your tone of voice; if you



wouldn't talk to your mother, your spouse, or your neighbor in that rude, sarcastic, exasperated tone, then why would you talk that way to your dispatcher?

This is where the "Golden Rule" becomes especially important. That call-taker is going to be your lifeline at some point, so talk to her in the same manner that you'd like her to talk back to you when you're under stress.

Most "911" centers are chaotic at best, and there are going to be times when you'll have to ask for information to be repeated, or you have to repeat your own transmission; after all, no system nor human is perfect. Take a deep breath and think before you speak.

## **Try To Provide Some Closure**

Dispatchers spend their shift responding to crisis after crisis, but they rarely get to hear or see the outcome of their actions. This is especially important in critical incidents.

A friend of mine, a veteran 911 operator, once took a call from a

handicapped woman whose apartment was on fire. The dispatcher heroically talked to the victim, keeping her calm and eventually helping her make peace with what would turn out to be her last moments on Earth. Neither the police nor fire department were able to save this woman, and the incident was traumatic for all involved, especially when we discovered that the fire victim was a relative of a police employee.

A crisis intervention team was activated, and all involved employees except for the dispatcher were invited to participate. No one even told the dispatcher that the woman had died; she had to read about it the next day in the paper. This was a simple oversight on the agency's part, but it was devastating to that dispatcher.

Make sure that after the conclusion of each "hot" call (and even some of the funny ones) someone calls dispatch and lets them know the outcome. This gives the operators some much-needed closure, and helps make everyone feel a part of the same team.

## **Recognize The Stressful Nature Of A Dispatcher's Job**

As cops, we think our job is stressful, which it is, but we often fail to recognize the consistently high level of stress inside that com-center. Remember, no one calls "911" when things are going well, so every single communication coming in and going out of dispatch is some sort of crisis.

A good dispatcher is highly aware that they are responsible for the clear, safe communication between you and the unknown, but 8, 10 or 12 hours of that atmosphere can get to even the most Zen-like personality. A kind word, a "thank you," and the recognition that things can get pretty crazy, both on and off the street, can go a long way toward easing the stress in dispatch and improving dispatcher/cop relations.

## **Dispatchers - Be Vigilant & Informed About Officer Safety & Survival**

Since dispatchers are often the key to an officer's safe and successful outcome

on calls, traffic stops, and other incidents, police dispatchers should study officer safety and survival tactics with all the enthusiasm of your average rookie cop.

Attend outside training courses (such as the Street Survival seminar), read law enforcement publications (both electronic and print), and stay abreast of officer survival news and information.

Call-takers should be allowed to ride along with FTO's and supervisors who are willing and able to provide the dispatcher with an appropriate overview of officer safety from a cop's eye view.

Get in the habit of seeking additional information for the officers before they ask for it, such as the previous incidents at the location you're sending them to, the criminal history of the person they currently have stopped, and any other special knowledge you may have that will help the officers stay safe.

## **Know Your Dispatch Area**

In the age of computer-aided dispatch, in-car computers, GPS and other technology, operators tend to rely too heavily on the screen in front of them, not in their knowledge of the officers' coverage area. Get out in the car, go on ride-alongs, read the local crime bulletins, and spend time getting to know the streets, businesses, and hot spots of your jurisdiction.

Don't rely solely on the computer screen to recommend who should go where. Get in the habit of picturing the area where you're sending the officers, and then do what you can to make their response safer and more productive.

## **Recognize That You're Here To Support The Cops**

As a sergeant, one of the biggest complaints I hear from officers is "the dispatchers act like we're there to support them, not the other way around." This is an age-old workplace dilemma: "Whose job is more important." Dispatchers, we're going

# THE LOVE/HATE RELATIONS BETWEEN COPS AND DISPATCHERS...CONTINUED

to ask you to do things, call people, and answer questions that may seem absolutely frivolous or absurd to you, but they are important to us.

I once had a dispatcher who seemed aggravated every time I asked her to call inside and have a bank employee step outside during our usual rash of morning false alarms. Rather than complain to her supervisor or start a verbal “war” over the radio, I contacted her and asked if she knew why we had the employees come out to us rather than the officers going into the bank.

As I suspected, it turned out that she had never been informed about the officer safety procedures in false alarm response. Once she understood, she became absolute vigilant in her response to these and other potentially dangerous calls, and she turned out to be a great dispatcher.

Dispatchers need to recognize that their role is to support the officer on

the street, to inform them, keep track of them and help them stay safe. And, remember, the “Golden Rule” I talked about works both ways.

## Supervisors and Managers

Supervisors and managers on both sides need to be willing to step in and provide opportunities for learning, team building — and yes, even some constructive “venting.”

Like many workplace disagreements, the “us versus them” mentality often stems from simple misunderstandings. A veteran dispatcher can be one of a rookie officer’s best trainers if she is allowed to provide real-time feedback, and a veteran street cop can be invaluable to a new dispatcher who is trying to learn proper officer safety.

Constantly remind yourself and each other — that we truly are all on the same team — and then get in the habit of treating all of your teammates with

the same courtesy and respect that you expect them to bestow upon you.

## About the author

Sergeant Betsy Branter Smith has nearly 30 years of law enforcement experience and recently retired as a patrol supervisor in a Chicago suburb.

A graduate of the Northwestern University Center for Public Safety’s School of Staff and Command, Betsy is a police trainer, author and instructor for the Calibre Press [Street Survival Seminar](#).



Visit Betsy's website at: [www.femaleforces.com](http://www.femaleforces.com).

## TEXT BRIDGES -CONTINUED

from page 2) the impression that he arrived home and immediately found his wife dead; however, this was not the case. The murder suspect arrived home at 5:00 p.m. but did not indicate what time he found his wife dead. A time gap exists from 5:00 p.m. until the suspect found his wife dead. During this information gap, the murder suspect got into an altercation with his wife and killed her. The murder suspect hid the physical altercation with his wife by using the Text Bridge after.

Adverbial conjunctives connect two complete ideas. Adverbial conjunctives include: accordingly, however, besides, nevertheless, consequently, otherwise, again, indeed, also, moreover, finally, therefore, furthermore, then, and thus. Adverbial conjunctives create information gaps. For example, a young boy told his parents “I was playing with my toys and then Tommy came over and hit me.” The adverbial conjunctive then bridges the information gap. In reality, the young boy took the toy Tommy was holding when he approached. In retaliation, Tommy struck the young boy. The young boy instigated the attack by taking Tommy’s toy but used a Text Bridge to make himself appear as if he was the victim by withholding incriminating information.

Transitional words connect themes and ideas or establish relationships. Transitional words group into four basic

categories: 1) time, 2) contrast, 3) result, and 4) addition. Transitional words indicating time include: after, afterward, before, during, earlier, eventually, finally, first, later, meanwhile, since, then, and until. Transitional words indicating contrast include: however, in contrast, indeed, instead, nevertheless, on the contrary, on the other hand, and yet. Transitional words indicating result include: because, consequently, as a result, on account of, so, then, therefore, and thus. Transitional words indicating addition include: also, and, besides for example, furthermore, in addition, moreover, and too.

The following example illustrates how transition words create information gaps. A motorist wrote the following description of his automobile accident: “I saw the stop sign. Before I entered the intersection, I looked both ways, drove into the intersection and was struck in the right passenger door by the other vehicle.” A witness told the traffic investigator that the motorist did look both ways at the intersection, but he did not make a complete stop at the stop sign. In reality, the motorist did see the stop sign. He did look both ways before entering the intersection, and the other vehicle did strike the motorist’s passenger side door; however, the motorist failed to write that he did not stop (continued on Page 6)

## TEXT BRIDGES -CONTINUED

(cont'd from Page 5) at the stop sign. The motorist used the Text Bridge before to bridge the withheld information.

The most commonly used Text Bridges include then, so, after, when, as, while, and next. This easily memorized list of Text Bridges provides a powerful tool to identify where people withhold information during interviews. The following illustration demonstrates how Text Bridges can be exploited. A student wrote a statement in response to an allegation that she took \$20 from her professor's office during the first class break. Pursuant to an informal investigation, the student wrote a narrative account of her activities from the time she entered the building until the end of the first break. The following is a copy of her statement:

I arrived at 7:45 a.m. with Jenna. I came into the room, put my bag at my desk and Jenna and I went to the little snack area to get some coffee. I returned to the classroom and sat at my desk. At 8:50 we went on a break. Jenna and I went to the bathroom. After that I came back to the classroom and Jenna stayed in the bathroom. She came back to the



classroom soon after. We sat at our desk and waited for our class to continue.

The critical time in the narrative is at the first class break when the \$20 was taken. The section of the narrative that addressed the break is, "At 8:50 we went on a break. Jenna and I went to the bathroom. After that I came back to the classroom and Jenna stayed in the bathroom. She came back to the classroom soon after." The student used the Text Bridge after which created an information gap from the time she went to the bathroom and to the time she came back to the classroom. This information gap in the student's narrative covered the time she walked to the instructor's office and stole the \$20. After conducting a Micro-action Interview, the student admitted taking the \$20. Micro-action Interviews will be discussed later in this booklet. The student used the Text Bridge after to conceal the fact that after she went to the bathroom and before she returned to the classroom she walked down the hall to the instructor's office and stole \$20. In addition to the use of a Text Bridge, the student misdirected the reader. The student was asked to provide an account of her activities

not Jenna's activities. The student focused on Jenna's activities to substitute for the missing time when the money was stolen.

Text Bridges do not necessarily indicate deception. Both liars and truthful people use Text Bridges. Text Bridges signal missing information. Investigators must decide if the missing information has value. Missing information during critical times should always be pursued. Obtaining missing information before or after the offense is at the investigator's discretion.

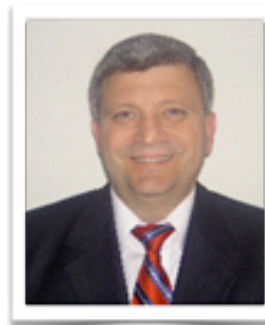
In a more practical example from a parent who wanted to know what their daughter did on the previous evening when she was permitted to drive the family car. This is a delicate situation because as parents, we don't want to destroy the tentative bonds between parents and teen-aged children. The conversation went like this:

Dad: What did you do last night?

Daughter: I went to the library and then I came straight home.

The Text Bridge then signals missing information, which does not necessarily mean the daughter is lying. The missing activities could be that she checked out books, walked from the library to the car, got in the car, drove home, etc. Although this Text Bridge does not automatically signal deception, as a parent I would want to know what the missing information was. The part of her response that I find troubling is the Push-Pull Word straight. The only circumstances in which the daughter could use the word straight if it pushes off not straight or crooked. Push-Pull Words were discussed in a separate post on this blog. The Text Bridge then and the Push-Pull Word straight together signal deception. After some further questioning, the daughter admitted that she went to the library the previous night for 5 minutes. She did this, so she would not have to lie to her parents. This is an example of Miller's Law. She told the truth, but the truth about what? Miller's Law was discussed in a separate post on this blog. The daughter also said she came straight home....straight home from a party! This is another demonstration of Miller's Law. The daughter did not lie to her parents, according to Miller's Law but the Text Bridge then and the Push-Pull Word straight betrayed her deception.

Author- John R. Schafer, Ph.D. is a retired FBI Special Agent. He was assigned to the FBI's National Security Behavioral Analysis Program



Sisters In Law  
Volume 6, Issue II

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Membership Information

**Membership Requirements**

**Active Membership:** Open to commissioned and non-commissioned persons employed by or honorably retired from a law enforcement agency.

**Associate Membership:** Open to any person or business that supports the mission of the organization.

**Membership Benefits**

1. You will be entitled to a discounted rate for the annual RMWLE Conference. Rates will typically equal the annual membership rate, so by coming to the conference each year, you will get your membership free!
2. You will receive Sisters In Law, a newsletter that focuses on current issues facing women in law enforcement and contains information regarding networking, training opportunities, upcoming events and more.
3. You will be part of an organization that encourages women to explore law enforcement careers and provides support to women currently employed in the field.
4. You will have the opportunity to network with law enforcement professionals from numerous agencies and to recognize the outstanding achievements made by women in law enforcement.

**Rocky Mountain Women In Law Enforcement**

**New Member & Renewal Form (Mail to RMWLE Postal Address)**

Name (Last, First, Middle) \_\_\_\_\_

Law Enforcement Officer (Sworn)  Detentions (Sworn)

Dispatcher  Other Civilian \_\_\_\_\_

Rank/Title/Position \_\_\_\_\_

Agency Name \_\_\_\_\_

Agency Address \_\_\_\_\_

Agency Phone ( ) \_\_\_\_\_ - \_\_\_\_\_ Agency Fax ( ) \_\_\_\_\_ - \_\_\_\_\_

Home Address \_\_\_\_\_

Home Phone ( ) \_\_\_\_\_ - \_\_\_\_\_ Preferred Mail Address Home  Work

Email \_\_\_\_\_@\_\_\_\_\_

Membership: Active \$25 Annually  - Associate \$30 Annually

Type: New Membership  - Renewal Membership

**Payment Information** (In USD) Amount Paid \$ \_\_\_\_\_

Cash  Check  # \_\_\_\_\_ Visa  MC  Discover  American Express

Credit Card # \_\_\_\_\_ Exp \_\_\_\_\_ CVS# \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Member # (If Known) \_\_\_\_\_ Renewal Date \_\_\_\_\_