

**“POLICING THE PATCH”:*
AN EXAMINATION OF THE IMPACT OF THE OIL BOOM
ON SMALL TOWN POLICING AND CRIME IN WESTERN NORTH DAKOTA**

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**The patch” is a phrase used by some people in western North Dakota when they refer to the oilfields.

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Introduction:

The “oil boom” that has taken place in western North Dakota over the past several years has positioned the state to have a budget reserve of more than \$2 billion by the end of 2013 (Prah, 2012). Increased oil production has created thousands of jobs, which has contributed to North Dakota having one of the lowest unemployment rates in the country (Bureau of Labor Statistics, 2013). It has been projected that the oil and natural gas industry in North Dakota will produce another 13,144 jobs by 2015 and an additional 15,840 jobs by 2020 (Energy Works North Dakota, 2012).

While increased oil production has provided economic stability to the state, it has also created some challenges for western North Dakota. Steady oil production has resulted in rapid population growth for many communities located in the Bakken region. Williams County (ranked second) and Stark County (ranked fifth) in western North Dakota are included on the list of the ten fastest growing counties in the United States from 2011-2012 (U.S. Census Bureau, 2013). The rapid population growth has created problems with housing, schools, and roads in communities across the region (Governing the States and Localities, 2011). Various media outlets have also reported that police agencies in western North Dakota are struggling to keep rampant crime problems under control (CBS Minnesota, 2012; Ellis, 2011; Elgon, 2012). The problem with the information presented in media reports is that it consists of anecdotal information, not empirical research.

The study presented in this report examines how the rapid population growth resulting from the oil boom in western North Dakota has affected policing and crime in the Bakken region. This study is important because it provides an empirical foundation for future research on rapid population growth, policing, and crime in western North Dakota.

Energy Resource Development, “Boom Towns” and the Police

Despite the fact that energy resource development in the United States has increased significantly in the last four decades, there has been very little research published on policing in “boomtowns”. The first article on this topic was published in 1981 in the *“Police Magazine”*, a non-peer reviewed publication written for police practitioners. The content for this article was based on a reporter’s interaction with patrol officers working in the Evanston Wyoming police department, which at the time was dealing with an increase in crime as a result of an energy boom in that region (Taft, 1981).

Officers featured in this article stated that significant changes were taking place in Evanston as a result of the rapid population growth (Taft, 1981). Traffic jams had become common in what was once a small town with little traffic activity. The cost of housing had skyrocketed, making affordable housing in the area scarce. The changes taking place in Evanston were not welcomed by some of the long term residents. Residents were not used to waiting in line at local restaurants or retail stores.

Tensions were beginning to grow between the long time residents of Evanston and people that had recently moved to the area for employment in the energy industry (Taft, 1981). People who moved to the area for employment were commonly referred to as “oil field trash” by some of the long term residents (Taft, 1981: 10). Long term residents blamed oil field workers for the increase in crime and disorder in their community. Most of the oil field workers were young men who moved to the area without family. The local bar became the place where their time was spent when they were not working in the fields. Some of the long term residents resented the oilfield workers because they believed that the workers had no investment in the community (Taft, 1981: 10).

The energy boom in Evanston also resulted in many changes for the local police department. The agency tripled in size (from seven to twenty one patrol officers) over the course of six years. Patrol officers felt that they were still understaffed despite the addition of new patrol officers. Officers also complained about the lack of equipment, facilities and training (Taft, 1981: 13). The addition of new patrol officers and equipment was not keeping pace with the increasing demands from the public. The police department was competing with other public agencies for resources. In addition, local government was hesitant to spend money as they were unsure about when the energy boom would end. The combination of an increasing volume of calls for service and the agency being short-staffed took a physical toll on the officers (Taft, 1981: 13). They described their job as “very busy”. Despite being physically exhausted, the morale in the department was high.

Before the energy boom, the primary function of the police in Evanston was catching speeders as they passed through town (Taft, 1981: 9). The types of crime the police officers were dealing with had become more violent. Officers frequently responded to aggravated assault calls and an increasing number of calls that involved firearms. Alcohol-related crimes had also increased at a rapid pace (Taft, 1981: 12).

Delivery of police service also changed as the population grew in Evanston. Police officers approached every call and traffic stop with caution as they reported having a more heightened sense of danger than in the past due to the influx of new people in the area (Taft, 1981: 13). Some long term residents felt that local policing was becoming “depersonalized” and were upset that the informal approach to small town policing of the past was no more. The information in the Taft (1981) article is important and informative; however, it was not based on empirical research.

A few years later a second article on this topic was published in 1984 in a peer reviewed policing journal. Herbert Covey and Scott Menard (1984) conducted field interviews with personnel from five sheriffs departments and nine police departments in rapid growth areas. The purpose of this study was to examine changes in crime, characteristics of criminal offenders, and police practices resulting from rapid population growth.

During face-to-face interviews, police personnel reported that as the population increased in their communities, so did the volume of reported crimes and the level of seriousness of reported crimes. Officers also mentioned that there had been an increase in alcohol-related crimes (Covey and Menard, 1984). Police officials believed that the increase in crime was the result of newcomers moving into the area. Specifically, officers reported that they responded to calls for domestic violence, physical assaults, and alcohol-related crimes involving people who moved into the area for employment in the energy industry (Covey and Menard, 1984). Long term residents of the boom areas were also more likely to report crimes to the police. Officers stated that the citizens in their communities relied on them more now than in the past.

Increasing populations also led to an expansion of responsibilities for the police officers working in the boom towns featured in Covey and Menard's study (1984). Officers found themselves enforcing laws and ordinances that they had never enforced during the pre-boom years. They became more involved in search and seizure operations, enforcement of parking and dog ordinances, and even enforcing water use restrictions placed on residents (Covey and Menard, 1984: 166). Many agencies created specialized positions (i.e., juvenile justice officer). Police agencies also focused more attention on record-keeping, which made it easier to monitor changes in crime trends and demands for police service (Covey and Menard, 1984: 167).

Rapid population growth also changed the way that police officers conducted their work. During the pre-boom years, policing was more informal and personal in the small communities (Covey and Menard, 1984: 169). During the boom years, police officers began to use a “big city” or “professionalized” approach to policing as they responded to calls for service (Covey and Menard, 1984: 167). Their interactions with citizens became more formal and impersonal, and their role changed from order maintenance to crime control. In many of the agencies, officers reported that they were more likely to make an arrest now than before the boom began several years earlier. Officers believed that if they “take a harder line” with people, it would send a message to the community that they will be penalized for breaking laws (Covey and Menard, 1984: 167). Most officers stated that the changes taking place in their communities could be directly attributed to rapid population growth in the area.

Another article on policing in “boom towns” was published in 2011 in a peer reviewed policing journal. This study was different from the Covey and Menard (1984) study as it was based solely on quantitative data. Ruddell (2011) examined the deployment of police officers in Fort McMurray (Canada) which was experiencing an increase in crime as a result of an energy boom. Using police and crime data from 1986-2008, this study found that police strength lagged behind both population growth and increasing crime in this location. Police officers working in the area had to deal with rates of crime three times higher than the national average (in Canada), and the crimes that they were dealing with were more serious than in previous years. This resulted in police officers having much heavier workloads than before the energy boom. In addition, the quality of life for residents living in this location was deteriorating because crime rates continued to climb.

Ruddell (2011) suggests that dealing with crime and disorder in a “boomtown” has to go beyond relying solely on the police. Instead, community leaders should organize and host public workshops to educate long term residents about changes that often accompany energy booms so that they are less fearful when new people move into their communities. He also suggests that community leaders take steps to get new residents involved in recreational, religious, educational, cultural or service oriented activities to help them assimilate into their new community, so that they would have a greater stake in the community (Ruddell, 2011).

All three of these articles provide important and useful information on policing in boomtowns, however, it is clear that additional research is needed to better understand this topic. The study presented in this report contributes to the scant body of literature as it examines the impact of the oil boom on policing and crime in western North Dakota. More specifically, this study looks at how the increase in population resulting from the oil boom: (1) affects how police officers’ conduct their work; (2) influences police officer stress and job satisfaction; (3) impacts police officers’ perceptions of their community, citizens, and crime; and (4) affects police organizations (specifically, agency resources, personnel issues, inter and intra agency collaboration, and relationships between police agencies and businesses/social institutions).

Methodology:

Sworn police personnel from agencies in four counties in western North Dakota participated in face-to-face interviews for this study. Eight agencies served as research sites including the Williston Police Department; Watford City Police Department; Killdeer Police Department; Minot Police Department; Tioga Police Department; Ward County Sheriff’s Department; McKenzie County Sheriff’s Department, and Williams County Sheriff’s Department. The interviews took place from October 2012 – March 2013. Three researchers

conducted the interviews (researcher 1 = 34 interviews; researcher 2 = 34 interviews; researcher 3 = 33 interviews). Officers and deputies participated in the interviews inside agency offices or in squad cars during ride-alongs. On average, interviews lasted 30-45 minutes.

In order to draw samples that are representative of each agency, more than half of all police personnel from each agency participated in interviews. The following string of numbers represents the percentage of people interviewed in each of the eight agencies: 79%, 75%, 69%, 86%, 67%, 67%, 100%, 53%.¹ Overall, 73% (or 101/138) of all sworn police officers/sheriff's deputies employed by the eight agencies participated in the interviews.

Over half (55.4%) of the police officers interviewed for this study have 1-36 months of experience; 11% have 37-72 months; 7% have 73-119 months, and 27% have 120 or more months of experience. With such a large portion of the officers/deputies having three or less years of experience (meaning that they were hired during the oil boom), the interview questions inquired about any changes (if at all) they have noticed since being hired by their agencies. Officers/deputies who only had a few months of experience responded to the questions by describing their experiences and perceptions during the short time they have been working in their current positions.

Nearly all of the police agencies included in this study employ a high number of new police officers who only recently graduated from police academies in Minnesota and North Dakota. More than half (65%) of the police officers moved to western North Dakota from Minnesota for their current jobs. Over half (58%) of the officers are married and have children (55%). Approximately one-third (35%) of the officers have high school diplomas and/or some

¹ All research findings are in aggregate form to protect the identity of the research participants. In each section, several quotes from patrol officers and sheriff's deputies provide examples of the main findings; however, no personal identifiers or agency identifiers are included in the individual quotes.

college credits, while 40% have two year degrees, 24% have four year degrees, and 1% have graduate degrees.

Researchers transcribed all hand written interview notes into electronic word files. The research question served as a guide to the creation of coding categories. Coding categories emerged from the interview notes during several iterations of review. Categories were determined based on interviewee responses that were repetitive or that contrasted with one another, and that connected to larger themes found within the data. This analytic process was first used on responses provided by individual police officers/sheriff's deputies, and then again to compare responses among each of the police agencies.

Patterns found within the interview data are in aggregate form using percentages, accompanied by several quotes from the interviews to provide examples of the trends in the interview responses. A random code provides identification for each interview. This code will follow each of the selected quotes in parentheses to illustrate the wide range of quotes taken from the interviews. It is important to note that the percentages for the responses provided for each interview question may not always equal 100% as some officers/deputies provided more than one answer for most of the questions.

Research Findings:

The goal of this study is to examine how the rapid population growth resulting from the oil boom has affected policing and crime in western North Dakota. Many of the interview questions included in this study derive from information contained in the published articles covered in an earlier section of this paper. Police officers and sheriff's deputies provided answers to interview questions that cover four broad categories: Impact of the oil boom on police work; impact of the oil boom on individual police officers; officers' perception of the

community, citizens and crime; and impact of the oil boom on police organizations. The research findings included in this section reflect the most common responses to the interview questions from the perspectives of police officers and sheriff's deputies who work directly with the public. To protect the identity of officers/deputies who participated in this study, all research findings are in aggregate form.

Impact of the oil boom on police work

Existing literature on policing in "boom towns" revealed that some police officers change the way that they conduct their work in response to the rapid population growth occurring in their communities (Covey and Menard, 1984; Ruddell, 2011; Taft, 1981). The informal, personal style of policing that is common in small, rural towns, shifted to a reactive, impersonal style that is characteristic of policing in large, urban areas (Covey and Menard, 1984; Taft, 1981). This shift in policing style occurred because of a dramatic increase in calls for service from the public, as well as a rapid influx of residents from out of state.

When officers/deputies in the current study were asked how (if at all) the rapid population growth resulting from the oil boom has affected the way that they conduct their work (new officers were asked to describe how they conduct their work), 4% of officers/deputies stated that it has not affected their work in any way. Some officers/deputies (16%) said that it has not affected the way that they conduct their work; however, they added that they are much busier at work now, they deal with different types of people now, and they have noticed a higher degree of aggressive behavior from citizens.

Most (80%) officers/deputies stated that the rapid population growth from the oil boom has affected the way they conduct their work in one or more ways. When officers/deputies with less time on the job described the way that they conduct their work, their responses were similar

to those given by experienced officers/deputies who said that the oil boom had affected their work.

Of the 80% of officers/deputies who said that the oil boom has affected their work, nearly half (47%) stated that they are busier because of the increase in calls for service from the public. Many of the officers/deputies reported that their agencies are short-staffed, which makes it even more difficult to manage the increasing volume of calls for service.

More calls for service. People use 911 like its 411. This requires that one officer do the work of two or three people. This is creating some problems with the employees, and some people are leaving. It is difficult to be able to get around quickly and respond to calls because of the construction zones. It is also difficult to find where the addresses are for some calls. The maps in the city and the county keep changing monthly due to different oil camps being set up. (PO 5)

The department used to be much more proactive when I first started this job. There is little time to be proactive now. We are much more reactive because we are so busy moving from call to call. It is evident in the way that we handle the little things now. Before the oil boom, there was time to pull over the vehicle for a dark headlight or some other small infraction, but that does not happen anymore. Other community-based things like interacting with the kids from the schools have had to give as well. It's too bad because I think that community activities help to prevent bigger things from occurring. (PO 50)

There is definitely more to do now. Because of this, I have to manage my time better. I also have to manage the number of people I arrest. Right now, we have to pick and choose arrestees. Years ago, we would arrest people in two seconds for things that we would not arrest for today. There is simply not enough room for everyone in the jail. (PO 44)

There has been a significant increase in the volume of calls for service that police agencies in western North Dakota receive from the public since the oil boom began in 2008 (see Table 1). Four out of the eight police agencies included in this study have tripled the number of calls for service since 2008. One agency doubled the number of calls for service. Ward County Sheriff's Department and the Minot Police Department have experienced an increase in calls for service, but not as dramatic as the other agencies included in the study. This difference in

increase is likely due to geographic location. Ward County and Minot are on the outer edge of the Bakken oil shale region, while the other agencies are located in the central basin of the Bakken region. It is important to note that the responses to interview questions given by officers/deputies in Ward County Sheriff's Department and the Minot Police Department are virtually the same as responses provided by officers/deputies working in agencies located in the central basin of the Bakken region. This suggests that Minot/Ward County are experiencing the social impact of the oil boom in western North Dakota, and that it is spreading toward the eastern side of the state.

Table 1 - Calls for Police Service, 2005-2011*

	2005	2006	2007	2008	2009	2010	2011
Williston PD	3,796	4,163	4,579	5,522	6,089	16,495	15,954
Watford City PD	--	41	67	25	22	2,343	3,938
Killdeer PD	629	472	618	458	303	2,103	3,109
Minot PD	29,128	30,181	29,520	29,171	29,225	30,363	33,727
Williams County SD	--	--	--	693	1,136	1,426	2,476
Tioga PD**	--	--	--	--	--	--	--
McKenzie County SD	2,754	2,846	3,036	3,417	3,180	4,371	6,941
Ward County SD	1,015	1,188	1,138	973	918	1,096	1,316

*Source: Montana All Threat Intelligence Center & North Dakota State and Local Intelligence Center. (August 17, 2012). *Impact of Population Growth on Law Enforcement in the Williston Basin Region*.

**Tioga police department did not provide calls for service data. Many small agencies in western North Dakota do not record or track calls for service, or have only recently started to record calls for service data.

More than one-third (39%) of the officers/deputies reported that they have changed the way they conduct their work when they interact with people from out of state who moved to western North Dakota for employment. This finding is similar to findings from the Covey and Menard study (1984).

I talk to people the same way as I did before but the new people react differently than the locals. The new people don't want to listen to anyone, especially the cops. When I approach them, they say, "Where I am from the cops don't care if we do this." When they realize that we are not going to be like the police back home, it is on. I have been in more physical fights in the last year and half than I have ever been in all of the time I have been on the job. (PO 4)

Things have changed because of the people you deal with. People just don't listen to police and they don't give a shit about the state. (PO 64)

There are more out-of-state people in the area now. This changes the way that I deal with people. They all don't have the North Dakota mentality to respect one another. All of the people coming to work in the state aren't bad though. (PO 58)

Slightly less than one-third (30%) of the officers/deputies mentioned that the rapid population growth has made them more cautious when they are at work. The increased level of caution stems from the lack of familiarity of the new residents moving into the area.

I handle calls the same as before, but the number of calls has increased tenfold. Normally, we are running code from one call to the next on an average night. There are many accidents now. A lot of abandon vehicle calls. I am always very safety conscious. That has not changed. I have always worked that way. Safety is my number one priority. (PO 83)

I came to this community from another police agency in a nearby state where they had a considerably slower pace. The population in this community is more diverse than where I came from. The people who are new to the community come from many other states. It makes you less complacent when you are working, as you don't know what kind of people you are dealing with. You are more safety conscious than you might have otherwise been and more aggressive in your work. The area needs more police presence and more traffic enforcement. There is pressure to stay visible and active in our work. (PO 82)

I started this job during the oil boom. My safety consciousness has increased. There are violators from all over the country with different backgrounds. There are more domestic violence calls and calls about threatening behavior. These types of calls demand more from an officer (safety wise). (PO 96)

Some (20%) officers/deputies identified an increase in violence in their communities as the reason that they are more cautious when they conduct their work. This finding is similar to findings in the Covey and Menard study (1984).

Before the boom, I was more informal with people. I knew the people. After the oil boom began, I became more hard-nosed with people. There are good people who work in the oil fields, but the ones I interact with are the ones that are causing the trouble. The violence associated with fights is different. In the past, it was two local people punching each other in the parking lot. Now, there are people who do not know each other that use knives, beer bottles, and anything else they can get their hands on when they are fighting. It all revolves around alcohol. (PO 10)

I have learned from the increased violence from new people to be more on edge. People are not always happy to see us. It used to be more like Mayberry here. Now people you don't know are here from other parts of the country and you don't know what to expect from them. This change has really happened during the last two years. (PO 99)

There is more violence here now than before. The people that were trouble back in their homes states are now our problem. There is a lot of tension between the longtime residents and the new people. The people that are not from North Dakota come here and they don't care about the city or the laws that they have to follow in this state. They are not afraid to tell us to go screw ourselves when we respond to a complaint about them. Ninety percent of the problems we deal with involve alcohol. (PO 3)

When officers/deputies were asked how (if at all) the oil boom has influenced the way that they interact with people in the community, over half (56%) stated that their interactions with the public has remained the same, while 44% reported that their interactions with the public has changed since the oil boom began.

I try to keep it the same. I wave and I smile to everyone. I try to treat everybody the same. I can be honest with you that safety is always in the back of my mind. You never know what you are going to deal with when you approach someone, especially someone with out of state plates. (PO 11)

I try to be polite and patient, for the most part, but there is simply not enough time to sit and be sociable on calls. I need to get it done because there are always more calls waiting. (PO 43)

Due to the increase in population, it makes it hard to interact with people in general because I am responding to so many calls. There is not a lot of time left to do any kind of public relations. We are more reactive now, we are only responding to calls instead of being proactive like we used to be. (PO 12)

I used to know people. I used to know their vehicles. I no longer know people or their vehicles. I interact with the public in a way where I am much more cautious because I have to be. It seems like there are arrests that are more physical. For example, with domestic violence cases and driving under the influence (DUIs). A lot of the reason that

we have these issues is because of the alcohol, but I can tell you that they are not the way they used to be. Domestic violence cases and DUIs now are much more physical, more aggressive, where in the past it was just a lot of hollering. (PO 14)

Officers/deputies (44%) who interact with people differently since the oil boom began stated that the change comes from dealing with people that they do not know from out of state. Some officers/deputies (23%) feel like they have to be more cautious when they are at work. Others (24%) reported that the change comes from the disrespect they get from some people that are not originally from the area.

It has changed quite a bit. I don't deal with the native North Dakota population that much. Now I deal mostly with out of state people who have no connection to the community. North Dakota people are friendlier and more talkative. For the outsiders it is more of an "us vs. them" attitude. Locals see past the uniform. They might know me by my first name. Out of towners just see the uniform. (PO 81)

There are locals that I know, but there are many people that I don't know. There are more bar fights, and the fights have changed, they have become more violent. We now bring in multiple officers to bar fights. This shows the people what to expect if a bar fight breaks out. I try to treat all people the same, but I have a somewhat different approach when it comes to dealing with newcomers. (PO 80)

I have to be more aware, especially of people who are not from the area. There are clear cultural differences, specifically how people react to law enforcement. There are some people who come here from other places and their perception of law enforcement is very negative. They are taken aback when we (the police) treat them with respect because they don't expect respect from the police. (PO 18)

I have to get a feel for the situation first. Dealing with disrespectful people who do not want to talk to the police. Disrespect comes from a lot of the people who are not from the area. The men are more aggressive, so I have learned to play the game. (PO 20)

There seems to be more interaction with people now. I have noticed that the population is becoming more diverse. The level of respect I get from oil workers has been relatively consistent. They carry themselves like visitors who are not on their own turf. One major problem with the diversity is that there can be language barriers. I have come across people that only speak Spanish. (PO 54)

The officers/deputies were asked if they handle calls for service the same way as before the oil boom began (new officers were asked to describe how they handle calls for service). Half

(50%) of the officers/deputies stated that the oil boom has influenced the way that they handle calls for service. Some of these officers/deputies (31%) believe that they have become more reactive because of the increase in volume of calls for service. Others (28%) said that they approach calls with greater caution because of the perception that there is greater danger associated with their work.

It has caused me to be more guarded and aware that there are more people present (people that I do not know). It does not mean that all out of state people are bad, but some of them are. (PO 25)

The bar fights are a lot scarier now because there are more people fighting. In cases where there are only a few officers on the scene, this is a problem because it makes me worry about officer safety. When I deal with calls that are less serious, I give a lot of warnings to people instead of writing tickets. I am less likely to take action to save time. (PO 19)

I am professional and patient, but at times staying calm can be difficult because the call level has increased so much. There is less time and patience for the “stolen yard gnome” kinds of calls. (PO 41)

The other half (50%) of the officers/deputies stated that there has been no change in the way that they respond to calls for service.

Yes, I go into all calls with an open mind. The call determines the way that it goes, meaning, that if the people who are at the call want to be aggressive and start out aggressive, it usually does not end well for them. (PO 21)

I generally handle calls in the same manner as before the boom. There is definitely not as much down time between calls. It has become difficult maintaining the same level of service with the number of calls doubling and without the number of staff increasing at the same time. There are some new challenges, though, such as traffic issues at four o'clock in the morning when there was never traffic at that time before the boom. (PO 53)

I handle calls the same as before, but the number of calls has increased tenfold. Normally, I am running code from one call to the next on an average night. There are a lot of accidents now, and a lot of abandon vehicle calls. I am always very safety conscious. That has not changed. I have always worked that way. Safety is my number one priority. (PO 82).

Officers/deputies were asked how (if at all) calls for police service have changed since the oil boom began in 2008 (new officers were asked to describe the calls for service they respond to during a typical shift). Nearly all (96%) of the officers/deputies reported that there are more calls for service now than in the past. This finding is similar to the findings from the Ruddell study (2011). Some officers/deputies identified changes in the specific types of calls they receive from the public including more alcohol-related calls (45%), traffic-related calls (25%) and domestic violence calls (30%). Taft (1981) and Covey and Menard (1984) both found that these types of calls also increased in the “boom towns” featured in their articles.

Traffic calls are through the roof. There appears to be more calls for vandalism, and reckless driving. I even had a big truck cut me off while I was driving my patrol car. There are more car accidents. There are more of the less serious calls. The violent crimes that you hear about in the news are not as common or at as high of a rate as what you hear in the media. Every once in a while you will get people who will have a scuffle in the street as a result of a bar fight or because they are drinking alcohol. (PO 6)

We get a lot more domestic violence calls. In the past, we would get 1-2 domestic violence calls per year. Now, we get 2-3 calls per week. With the calls that are related to domestic violence, we often run into people where they have drugs in their possession. It is usually stranger on stranger calls now, and the people are from out of state. In the past, the domestic violence calls were more about the locals. Alcohol is a big problem. (PO 11)

The volume of calls has gone up. Every year we seem to beat our record from the year before for calls. There are more domestic violence calls compared to previous years. Households have changed. Now, instead of having a normal number of people living in houses, sometimes we run into cases where there are twenty people living in a house. When people are living that close together, and then you throw alcohol in the mix, it only makes problems. Having that many people within a family dwelling also increases the odds that officers could get hurt. (PO 23)

A big increase in the calls for service has been because of traffic accidents. The locals tend to blame it on the truckers, but it's the cars and pickups that don't drive appropriately around the large trucks that cause a lot of the problems. Most of the domestics are caused by the oil field workers. The oil field workers are bringing their girlfriends along, but the girlfriends don't have anything to do while their partner is out working. They start drinking and get into fights. Alcohol has also led to an increase in DUIs. (PO 50)

It appears that the rapid population growth resulting from the oil boom has affected the work of the officers/deputies working in western North Dakota in a variety of ways. The increase in new residents from out of state who are unfamiliar to the officers/deputies has made some officers/deputies more cautious when they conduct their work.

Impact of the oil boom on individual police officers:

The Evanston police officers observed in the Taft (1981) article expressed that the increase in calls for service had taken a physical toll on them. The Evanston Police Department tripled in size (from seven to twenty-one officers) over the course of six years; however, the increase in personnel did not keep up with the increase in calls for service. Officers in the Covey and Menard (1984) study believed that some of the new residents moving into their communities had criminal histories, which led to a heightened sense of danger associated with their work. The rapid population growth and increase in calls for service affected the police officers working in “boom towns” in previous studies.

The current study included interview questions that inquired about the impact of the oil boom (if at all) on individual police officers and sheriff’s deputies. First, officers/deputies identified some of the ways that they believe that the oil boom benefits them (if at all). Most (84%) of the officers/deputies identified one or more ways that the oil boom has provided benefits to them, while 16% stated that oil boom has not provided any benefits to them.

The most common benefit of the oil boom mentioned by officers/deputies is that it has increased their pay/salary (36%). Officers/deputies expressed gratitude for receiving increases in pay; however, many of them stated that the raises are not enough to offset the increasing cost of living in western North Dakota.

We received a slight pay raise, but we need more. There are people who work at McDonald's who make slightly more than we do. (PO 30)

The pay bump was a significant one this last time, but they are still way behind the curve. I can get a lower level oil job and make more money than I do right now. It could be two times as much and it would have better benefits. (PO 100)

They recently gave us raises because they know that with our old pay we had a hard time paying for housing, gas and even groceries. (PO 1)

Another benefit identified by some (24%) of the officers/deputies is that the oil boom created more jobs in law enforcement, and it provides them with job security.

I have the job that I want and that I went to school for. The economy is strong because of the oil boom. Also, people do stupid stuff, and because of that, I have a job. The oil boom gives me job security. (PO 15)

Well, it (the job) brought me here! It has been great that the city has been adding more policing positions. There are definitely more calls, and more officers are needed to handle the calls. The city is constantly expanding as well. It seems like they are annexing more and more land and therefore the city is bigger. More officers will be needed as the city continues to grow. (PO 46)

It is creating jobs. We cannot get enough people to apply for the openings we have. There is a lot of work to do. You can catch a DUI any time of the day or night. The amount of drugs in the area is up a lot. I enjoy working traffic and there is a lot of that to do, which I appreciate. (PO 96)

Nearly a one-quarter (24%) of the officers/deputies stated that the high volume of calls gives them more experience than what they would get in police agencies that receive fewer calls from the public. Many officers/deputies reported that working one year in a police agency in western North Dakota is equivalent to working two or three years in police agencies not located in western North Dakota. Several officers/deputies expressed concern that some people take policing positions in western North Dakota to get experience, and then use that experience to get a job with an agency outside of the Bakken region. They believe that this is problematic because police agencies invest a significant amount of money to train and equip new officers.

The experience that I and the other people are gaining is beneficial. I know that some of the people working for the agency are simply looking for a resume builder so that they

can go back to their hometowns eventually. I think that this experience is better than what you would get at a regular agency. (PO 41)

The experience is a real benefit. I get to do so many things I would not get to do in another agency. I get involved in a lot of drug arrests and DUI arrests. I get a lot of practice doing DUI sobriety testing and it makes me more proficient at it. I have become more proficient at policing in general. (PO 82)

We have become more of what I call a starter agency where people will come here, they will realize what it is like, the call load and how busy it is, and they will use this job to get experience to move on or as a stepping-stone to another agency. This is difficult because we pay a lot of money to train these individuals. We end up training them, so they can take their experience and go somewhere else. (PO 18)

Officers/deputies were also asked to identify any drawbacks (if at all) associated with the oil boom. Over one-third (37%) of the officers/deputies stated that the increase in the volume of calls is a drawback of the oil boom. Some (28%) officers/deputies reported that the increase in calls for police service, coupled with their agency being short-staffed makes their job more difficult. This is similar to what Taft (1981) observed in Evanston Wyoming.

We have a much higher call volume. More bar fights. A lot more alcohol related calls. The city is growing and the number of officers is not. We need to hire more people. Now we have to cover more area. They just recently expanded the city limits, which also means that there is more to cover for the officers with the same number of officers working here. That does not seem to work out well for us. (PO 17)

It is hard to attract people here for this job when the oil field pays more money. Housing is also an issue. There has been an increase in calls, which has made our job a lot harder. (PO 29)

We are overwhelmed. Change is occurring fast in our city, too fast for us and as a result, we are always playing catch up. Some days I feel like the dam broke. The other day I had to stay for eight extra hours. There are too few of us to handle such a large increase in population. There are not enough cops to handle what is going on. (PO 81)

Some (28%) officers/deputies stated that traffic is a drawback resulting from rapid population growth in the area. Large oil and construction trucks congest the roadways, which results in longer response times for officers/deputies responding to calls. Some officers/deputies stated that traffic also makes it difficult to provide back up (quickly) for other officers/deputies

that need help. There has been a significant increase in traffic accidents (many that have resulted in fatalities) and driving under the influence cases (DUI).

Over one-third (35%) of the officers/deputies reported that the population that is moving into the area from out of state has brought in some people with criminal histories, which they believe makes their job more dangerous. Several (31%) officers/deputies added that there are more drugs coming into the area with the increase in population.

There has been an increase in calls. I feel like the level of aggressiveness has gone up. There are more people who I end up going hands on with because they don't want to listen, and they are disrespectful. I believe that officers are at a greater risk than before because they take a lot more calls where people are carrying guns. New people are not invested in this community. (PO 21)

Our caseloads are higher. There has been an increase of shit bags or dirt bags or whatever you want to call them, coming here and they bring more drugs. There are people who carry guns that maybe shouldn't be carrying guns. There have also been more sex offenders moving into the area. (PO 24)

The oil boom has brought many unemployable people from other parts of the country here. This has increased the number of unsavory characters. Some of the people who show up here are able to find work, but many do not. Many of these new people have long criminal records. For example, three people showed up from Louisiana and stopped by the agency looking for a homeless shelter. I told them that there is limited space at the shelters nearby. I also told them that the weather is not that bad so they may have to tough it out in their truck. A few days later, they were back at the agency. They had found work and celebrated by smoking marijuana. The first day at work, they had to take a drug test. When the results came back and they failed, they all were fired. Many of the oil companies communicate with each other on hiring and stuff so it is likely that these guys won't find any work in the fields. (PO 74)

Nearly one-third (31%) of officers/deputies identified the high cost of living and lack of affordable housing as drawbacks resulting from the oil boom. Many officers/deputies pointed out that the lack of affordable housing contributes to their agencies not having enough staff, as there are no places for newly hired officers to live. It is also a problem for currently employed officers/deputies because their pay is not high enough to afford most places to live.

The cost of living is outrageous. You cannot buy a decent house on a cop's salary. Even with the raises we were given, buying a home is still out of reach for most of the people working here. (PO 2)

Money - because of the cost of living. There is no way to move a family here. You will have to have them live in a hotel or in an apartment for \$1000.00 a month. That is way too expensive for most people. (PO 13)

Housing is a real problem. After I was hired, I slept on a couch for two months while I looked for a place to live. (PO 76)

Half of our paycheck goes toward our housing. The cost of living has increased a lot. I arrest many people who make more money than I do, a lot more. The oil companies are actively recruiting law enforcement officers and paying them a lot more so it is hard to keep people working here. (PO 85)

When asked how (if at all) the oil boom has changed the stress associated with their work (new officers were asked to describe the stress (if any) related to their work), 74% of the officers/deputies stated that they deal with high levels of stress. Many (36%) of these officers reported that their stress comes from the high calls for service load that they deal with at work. A perceived increase in danger associated with their work is also a source of stress reported by 34% of the officers/deputies.

My stress comes from the calls getting backed up and then having citizens pissed off when I finally arrive. Having to prioritize the calls and making sure that I am going to those calls that are most critical is stressful. It is also impossible to finish writing up the paperwork for one call before I have to go on to the next call. So having an increased workload is stressful. (PO 1)

Yes, it has negatively affected my stress level. There is more stress than in the past. There has always been some, but it is a new kind of stress, as I am dealing with a completely different cast of characters. I am responsible for training new people and there have been a lot of them. This agency has had a great deal of turnover. We have lost many employees to oil field jobs, but that seems to have leveled off now. (PO 92)

There is an increased level of stress due to the oil boom. Some of that stress comes from the amount of overtime each person is working, along with the increased need to have time away from work to relax. It has been difficult to get vacation time due to being short staffed all of the time. Another stressor comes from the fact that some of the individuals arriving in town are more dangerous. When booze is added into the equation, they sometimes don't make the best decisions. I think it would be better if more oil field

guys would bring their families with them. Maybe that would keep some of them out of trouble. (PO 48)

For someone who is not from a big city or another part of the country, being an officer in a small town experiencing this kind of growth increases stress levels. I was used to a small town mentality and now it has changed. (PO 79)

The remaining 26% of officers/deputies reported that their stress level is not problematic. This is the first job in law enforcement for over half of these officers/deputies, so many of them said that they have nothing else to compare the stress of this job with at this point. The more seasoned officers that reported that their stress level is not problematic stated that police work is stressful no matter where you work; it is just part of the job.

Next, officers/deputies were asked if the oil boom has influenced their level of job satisfaction (new officers were asked to describe their level of job satisfaction). Most (80%) officers/deputies reported that they are satisfied with their job. Many of these officers/deputies stated that they are happy that they have jobs where they can help people and make a difference in their communities. These officers also stated that job satisfaction comes from being able to respond to a wide range of calls, exciting calls, and being able to meet people from all over the country.

I love the job; I will do it for the rest of my life. I just know it. It is one of those jobs that people either love or hate. I really like it. (PO 75)

I am more satisfied with the job lately despite the stress. I am happy with the newer officers and some new perspectives that they bring to the job. We are able to learn a lot from each other. (PO 42)

It has improved the level of satisfaction a lot. I like the activity and interacting with people. Especially different people from different parts of the country. (PO 68)

The officers/deputies who reported low levels of job satisfaction (20%), stated that the high volume of calls, not getting enough time off/vacation, being required to work too many

hours because they are short staffed, and not having enough time to spend with their families are some of the reasons they are less satisfied with their work.

When I started here, the agency was fully staffed, but it has not been that way ever since. It would help us perform better as a cohesive unit if staffing improved. It is super stressful to be training new people all the time. (PO 95)

It has dropped. I enjoy my job, but the turnover makes it very difficult. Aside from the dirt bags that I interact with from out of state, people appreciate the police and our service. There is a salary compression issue in the department, which has lowered the morale. We know that there is money coming into the state from the oil, why are they choosing not spend it on us? (PO 22)

It has lowered it. We cannot keep cops here. People are leaving left and right. Why should I deal with the shit when the pay is low? I hear this from people in my department all of the time. Dealing with more shit for less pay. We have a very high turnover rate. (PO 32)

Despite the fact that most (74%) officers/deputies reported that they experience high levels of stress, most (80%) officers/deputies stated that they love being in law enforcement.

Officers' perceptions of the community, citizens and crime:

Taft (1981) discovered that the rapid population growth in Evanston (Wyoming) resulted in significant changes in the community, citizens, and perceptions of crime and personal safety in the community. Tension grew among long-term residents and new residents moving into Evanston for work in the energy industry. Long-term residents blamed the new residents for the increase in crime and disorder in their community (Taft, 1981).

The current study included interview questions that inquired about how (if at all) officers/deputies believe that their communities have changed since the oil boom began in 2008 (new officers were asked to describe their communities). Approximately one-third (34%) of the officers/deputies said that the landscape of their communities have changed since 2008.

There has been a significant increase in size even in the last year. There is a lot of new housing and more motels going up in the city. We are starting to see more families moving here. It is nice to see some families instead of herds of dudes. We are supposed

to get more restaurants (there are long waits at restaurants now). The town is growing and the options for entertainment are increasing at the same time, but they need to improve the infrastructure. (PO 76)

The infrastructure is the biggest change. New hotels, apartments, man camps and gas stations are all being built. It is a problem because the restaurants and businesses can't keep or get good people to work for them. Now there is a different mix of people in the area. It's also a lot dirtier, especially on the county roads. People just throw their trash everywhere and it is hard to keep up with the clean up. (PO 35)

The city is expanding so the police have more area to cover. As far as the look of the city, there are more apartment complexes and man camps. The issue with the man camps is they do not all label their housing appropriately. The oil companies are supposed to paint house numbers on them, but sometimes they don't do this so I end up driving around for a while looking for an address. That can be challenging. (PO 45)

One-third (33%) of the officers/deputies also mentioned that their communities are changing because there are many new people moving into the area.

There are no locals (long-term residents) left here. We seem to only deal with the new people. The locals have moved away. If they owned housing they made money and then left, but for those who were renting they could no longer afford to stay here. (PO 70)

Nobody knows anybody else anymore. There is a sense of hostility in the community between the locals and the new people. There is always conflict between oil field workers and the locals at some of the businesses in town. They sometimes get into shoving and hollering matches. (PO 16)

There is a misconception that all of the oil field workers are bad. People draw that conclusion based on what they see in the media. If something goes wrong, they immediately think it is an oil field person. People also see the new people coming into the state as a bunch of rowdy hillbillies. (PO 27)

One-third (33%) of the officers/deputies stated that they believe that the fear of crime in their communities has increased significantly since the oil boom began in 2008.

A lot more people are locking the doors on their houses and cars. Women are more careful after dark. Rumors are floating around town about rape. Apparently, people are saying that women are being attacked in store parking lots. I have female friends that carry mace at all times now. People in general are more careful. (PO 96)

We used to be able to move around more freely, but not anymore. It is not safe anymore. I have a younger sister and I will not let her go to the store by herself. There are nasty people that hang out there. And after that kidnapping and murder of that Montana

woman I am not taking any chances. Most of the locals are naïve to what is really going on – they don't see what I see every day at work. People are monsters. They don't care about the town and they don't care about other people. (PO 3)

Women in the community are uncomfortable walking around at night because there are so many people from out of town, especially men. There are rumors going around town. There was a rumor that there was a rape at one of the local stores. Half of these rumors are things that have not happened. The media makes us out to be the Wild West, when in fact, we are just an agency that is under staffed and over-loaded with calls (most of which are not crime-related). (PO 6)

Another 27% of the officers/deputies reported that the quality of life in their communities has deteriorated because of the changes associated with the oil boom.

The locals are very upset. Some people are waiting for it (the oil) to dry up so that their town can go back to normal. People struggle to understand why they cannot get immediate service from us, but they do not understand the high number of calls we deal with. People should be cautious here, but this is by no means a big city. The media has blown it out of proportion. There are a lot more people, a lot more homeless people, but overall it is not that bad. There are either a few or no spots open in homeless shelters. Some churches help, but then their parking lots become packed with people living out of their cars. (PO 73)

The community is busier – more cars, more traffic and more people. The quality of life is not very good for most people that have lived here a long time. They do not like the bad attitudes of the people that have moved here for work in the oil fields. This city no longer feels family-oriented anymore. Moms and their kids are not out in the parks or walking around as much anymore. I hear complaints like these from the locals when I am both on and off duty. (PO 2)

People used to wave. That's not how it is right now. If you wave at someone who has out of state plates, they'll look at you like you are crazy. Neighbors do not look out for neighbors anymore. People lock their front doors, and they didn't use to do that in the past. People used to leave their car running when they would run into the store. Not anymore. That can't happen here. It has gone from a very small town, like a best-kept-secret kind of town to more of a mini-metropolis. It is very different than it used to be. (PO 14)

Officers/deputies were also asked how (if at all) citizens in their communities have changed since the oil boom began (new officers were asked to describe citizens in their communities). Some officers/deputies (41%) said that the long-term residents are not happy about the changes taking place in the community because of the oil boom.

There is a group that accepts this, and there are others that do not. There are some people who are very cynical, and they want the out of state people to go back to where they came from. (PO 28)

The citizens, for the most part, have changed in a good way. The schools have seen a growth in the number of students; therefore, more teachers have been arriving in the area. In addition, different minority groups are present in the community as well. Because of this diversity, there are newer programs and associations in the community. The diversity of talent coming into the area is staggering. However, based on the number of DUIs, it appears that with this increase in people, there are also more chronic alcoholics in town. (PO 42)

People are frustrated with the additional activity and traffic. They are leery of the new people and what is going on in town. Their perception of crime is worse than it really is. They may have wanted Mayberry, but it was never that way before this oil boom anyway. There is a perception by outsiders that they think that the locals don't like them. (PO 84)

Several (32%) officers/deputies stated that there is more diversity in the community.

Many of the officers/deputies pointed out that diversity can be a positive thing for their communities; however, they believe that some long-term residents are not happy about the changing face of their communities.

The citizens seem to keep more to themselves because they are leery of outsiders. The citizens tend to believe what they hear or what is in the newspaper and tend to be more nervous. As far as the composition of the citizens, there are more Haitians, African American, Hispanics, and Indians (from India). I see at least 20 different state license plates every day and I have even seen a European tag on a vehicle. (PO 38)

There are many new people from different cultures moving to town. The town is now comprised of Asians, Hispanics, African Americans, Haitians and Samoans just to name a few. Some of the new people moving to town have no commitment to the community and no roots here. Many of them have become homeless in the city because they are not hireable due to drug use or a criminal background. I have not seen much racism or problems between the different groups, however. Law enforcement treats all groups the same regardless of their background or race. (PO 40)

The community is more diverse now, which is a good thing. One thing I have noticed is that there are more ethnic food places coming to town and movies in Spanish for purchase. Businesses in the area have started to cater to the new, growing diverse population. It is good that they recognize this because the oil companies are located in areas where the populations are primarily Spanish speaking, such as Oklahoma, New Mexico and Texas. (PO 53)

Nearly one-third (30%) of the officers/deputies reported that the fear of crime among citizens in the community is higher now that their community is growing and changing because of the oil boom.

The citizens have become more guarded and are more apt to lock their doors and cars these days. The oil companies have been moving toward trying to get the workers to bring their families with them. This helps keep the oil worker in line and helps the community by bringing workers into town to assist in the service industries. The businesses definitely need people to work and the spouses and girlfriends are the perfect employees. (PO 49)

Women around here are not as likely to leave their houses alone anymore because there are dudes everywhere. And the dudes are not from here so they do not know what to expect from them. There are some people that do not mind the change in town. They are the locals that are profiting from the oil boom though. Everyone else is tired of the traffic and all of the new people moving into the city. (PO 2)

I see many safety programs now. People are organizing neighborhood watches without the police. They actually do it on their own. There is a huge increase in the number of gun permits. That has gone up. People tend to keep to themselves, but they can also be nosy too. If they don't know their neighbors, they are very nosy. They don't trust anybody. We get a lot of calls for suspicious people because people will look out the window, see someone they don't know or that looks different from them, and then they will call the police because they think the person looks suspicious. (PO 23)

To learn more about how long term residents are handling the increase in population resulting from the oil boom, officers/deputies described their interactions with the public when they are both on and off duty. Over half (56%) of the officers/deputies reported that most of the long-term residents are unhappy with changes taking place in the community.

The long-term residents hate it. They complain about the traffic and the different cultures that have moved into the area. The rumor mill is a big problem. The citizens may be exaggerating the crime rate because of this rumor mill. Citizens do not go out at night as much because they are scared. There has been a huge increase in the number of concealed weapons permit applications. There is a stack this high (six inches off the table) in the office. The residents are mad because a lot of the money from the oil is going to the east side of the state and not staying local. (PO 34)

People are planning to move. They want to sell their homes because they are worth more now than they ever could be or have been in the past. Most are not happy. They do not like to have to wait in line at stores. You cannot get a post office box in the city. There is

a wait list seven pages long because there are so many people from out of state getting post office boxes because they are not able to set up an established residency. The long-term residents are pissed. (PO 6)

Local people have become bitter. They do not like the oil people coming in. It creates fights in bars. They want their small town back. They are frustrated with all the traffic. (PO 87)

Other officers/deputies (44%) reported that there is a mix of emotions; some long-term residents are happy, and some are not. They believe that most of the local people who are happy are the ones who benefit from the oil industry. Many of these citizens happen to live on a piece of land that has oil or they own businesses that have become more profitable because of the increase in population.

It seems to be 50/50 among long-term residents. Half of them are happy because it brings good business and they benefit from that, but then the other half bitch and complain about the traffic and crime. The long-term residents seem to call us more about stuff such as people parked in cars near their homes. Other complaints are that the residents have to lock up their stuff now where they didn't have to worry about that in the past. In general, they (citizens) complain that it is not the safest community anymore. (PO 39)

It has been okay. The media coverage tries to blame it on oil. Some long-term residents hold a chip on their shoulder. Others are happy to get a good job. Some resent the increased cost of housing though. (PO 88)

There are a small number of people who are moving. There is a large percentage of people who actually welcome it. What is interesting is that we now have a person in town who used to be known as the town drunk, but because the town drunk lived on a piece of land where there happens to be oil, the town drunk is now a millionaire. Where can you find that? Where can you find a community where someone who used to be, sort of, a drunk loser is now the drunk millionaire of the town? The farmers are not very happy about it. They are very tired of all the traffic. There is way too much traffic. It is difficult for them to move their equipment around, especially the large farm machinery. (PO 14)

Nearly one-third (30%) of the officers/deputies mentioned that long-term residents have an increased fear of crime because of the rapid population growth resulting from the oil boom.

You have to lock your doors and lock your car. You cannot leave your keys in the car. You cannot trust hitchhikers any more. Neighbors are more cautious now. You cannot walk down a dark alley at 2:00 a.m. anymore and feel safe. There are more criminals

here doing the big crimes. We now have several people in jail for murder and attempted murder. These are scary people. (PO 91)

The long-term residents hate the boom because it is not a small town anymore. The long-term citizens do not like the “oil trash” and believe that they are the reason for the increase in crime, increase in traffic, and overall, more danger. Along with the oil workers, the residents are worried about the oil wells being so close to town because of the danger of explosion or fire. The long-term residents also hate the fact that they have to lock their doors now when they never used to in the past. (PO 36)

When people go out at night they go together instead of alone, or they avoid going out at night at all. I know some women who used to go jogging alone early each morning. Now they get together and jog in a group. Two of them now bring dogs with them. (PO 74)

Some of the officers/deputies (25%) reported that many of the long-term residents are suspicious of people affiliated with the oil industry living in their communities.

The long-term residents wonder what happened to their small community. The older residents tend to be more fearful now because of the media presentation of crime in the area. The media only portrays the negative stuff and this is what they (residents) think is reality. They have been calling about suspicious people more. For instance, the other day I received a call about suspicious black people staring at people near a storage facility. (PO 53)

It’s the end of the world as they know it. The residents are upset because they have to lock their doors now on their vehicles and homes. In general, this boom makes many of them jaded. Everyone is suspicious to them, especially minorities. (PO 58)

The problems the long-term residents complain about include people having no permanent residences and sleeping in their cars all around town. The long-term residents have increased their “suspicious person” calls in the past few years. (PO 61)

When there are problems in their communities, officers and deputies (19%) stated that long-term residents are quick to blame the new residents, and they stereotype people who have moved to the area because of the oil boom.

It is really tough for them (long-term residents). They felt that it was a small town and they knew everyone. There were low levels of crime and now there is more crime. Really, it is just increasing with the population, but it scares them. People are blaming the “out of states” for the crime. Some people are more accepting. The reality is that locals also commit many crimes, but long-term residents do not like to hear that. (PO 72)

Some of the residents believe that the crime increase is directly related to oil, especially the high profile cases they see on the news. This is a knee jerk reaction to the crime increase and the need to blame it on something or someone. There will be a period of adjustment needed for the residents. Some of the residents are able to see the positive aspects of the boom. One positive aspect includes more businesses for shopping opportunities. (PO 63)

I can tell you that most people who are long-term residents assume that the oil field people or, as they call them, “oil field trash” or “rig pigs” are causing a lot of trouble. There seems to be kind of a mixed perception here. People are very happy about what it is doing for the economy, but they are not happy about having to fix the roads and the wear and tear on their community. (PO 30)

When asked to identify what they believe is the biggest problem (if any) in their communities resulting from rapid population growth from the oil boom, 43% identified housing (both cost and availability) and the high cost of living.

The housing shortage is a problem. For a while, many people were living in their cars around town. This homeless population has contributed to some problems and have generated police calls. Alcohol is a factor in 80% of the calls we get from the public. Because the oil workers have little to do – problems happen. (PO 47)

Housing. This would take care of many problems. The town would be a lot quieter. People sleep in their cars and this puts the town residents on edge. There are issues with the increase in population as it relates to the way the town functions. We are behind the curve when it comes to the ability to provide services to the community based on the increase in population. (PO 10)

Housing. The prices are way too high, both buying a home and renting a home. New deputies cannot afford an apartment. This affects our recruitment and retention. People are living in campers, cars, and tents. They live in close quarters, which results in problems, many domestic violence calls. (PO 26)

Traffic was the second most frequently mentioned community problem reported by 33% of the officers/deputies. They stated that the increase in traffic has caused more accidents (many involving fatalities and people driving under the influence of drugs and/or alcohol), and makes it difficult to get around town (both on and off duty).

The infrastructure cannot handle the current situation. The roadways simply cannot handle all of the traffic and the city cannot house all of the people coming to town. It is

like an old antique box. The box is the city and they are trying to shove something in it that does not fit and that cannot support it. (PO 55)

The road systems are not designed to handle all of the traffic. There are more accidents as a result. I have also noticed an increase in road rage incidents because of the traffic congestion. It has almost become like a big city where it takes 30 minutes to commute. (PO 60)

Traffic related problems are a big problem: DUI, traffic collisions, and traffic violations. There is a lack of enforcement of traffic laws in town. The Highway Patrol are busier than hell though. They get bad crashes and they are always looking for people who are driving drunk. (PO 85)

Nearly one-third (32%) of the officers/deputies identified alcohol consumption as a major problem in their communities. Taft (1981) and Covey and Menard (1984) both reported an increase in alcohol-related crimes in the “boom towns” they observed. Several officers/deputies said that drinking alcohol has become part of the culture in western North Dakota because there are limited options for entertainment. Alcohol consumption is an underlying cause for most of the calls that officers/deputies respond to, including driving under the influence and bar fights.

There are not enough women in this town and there is too much alcohol. Too many people here now. It is like putting five pounds of crap in a one-pound bag. There is too much drinking. Ninety percent of calls involves someone under the influence. I usually do not bother taking complaints or reports from drunks. I am too busy to waste my time with them. (PO 76)

There are a lot of people and there is not a lot to do. That is when the trouble starts. There are lots of people in small spaces (like bars) and that doesn't go over well. The locals get into it with the new people. The new people from one part of the country cannot get along with people from other parts of the country. When you get 300 men living in man camps...that is a lot of testosterone in one place...something is bound to happen and it is not usually good. (PO 2)

Drunk driving. We have one to three arrests per night for drunk driving. The number of calls that we get has increased because of the drunk driving and erratic behavior behind the wheel. There are only a certain number of jail cells here that we can put people in, and so a lot of the non-violent crimes, we need to let them go. We tell them that we do not want to catch them out on the streets again. Even if they have been drinking, we simply let them go because there is no place to put them. The jails are full. (PO 12)

To learn more about crime in western North Dakota, officers/deputies were asked to describe how crime in their communities has changed (if at all) since the oil boom began (new officers were asked to describe crime in their communities). Over half (66%) of the officers stated that crime in their communities has increased, while 34% said that it has increased in proportion with the increase in population. Officers/deputies identified several crimes that they believe have increased in recent years:

Alcohol-related crimes (DUIs, bar fights, disorderly conduct) – (37%)

Most calls involve the consumption or over-consumption of alcohol. We have had to kind of ratchet up our patrol concerning alcohol-related crimes, specifically with DUIs because there are more of them. (PO 18)

There are a lot more bar fights. The bar fights used to be one person against one person. Now it is a bunch of people against a bunch of people. It is more of a group fight. The fights seem to be much more physical and violent. It is usually oil field workers on oil field workers. The locals or long-term residents do not go out as much anymore. They do not want to deal with the out of state people. (PO 8)

More DUIs. More assaults resulting from alcohol consumption. It is like a pressure cooker here. Tempers flare. Patience are spent. Fuses are short. You add alcohol, and you have a powder keg. There is a lot of alcohol and drugs, and drug trafficking. (PO 14)

Drugs (31%)

More drugs, specifically, more meth. I have also run into people who have bath salts. There is not a lot of pot around, usually just meth and harder drugs. I believe it is primarily the people in the oil fields who bring it into the community. (PO 8)

Drugs are a big problem, such as meth and marijuana. I think one in every five people that I deal with has drugs on them. (PO 35)

Lots of drugs. More drugs than we have ever dealt with. I can tell you that crime has increased only as the population has increased. However, people in the town have noticed that there are more people, so they assume that there are more problems, especially when they see an oil field worker who does not look like them. Ninety percent of the people who come here to work in the oil fields are good people. The ten percent of the people who work in the oil fields that are problems make it bad for the rest of them that are good. (PO 11)

Property crime/theft/burglary (24%)

More business and home break-ins now, more than ever. (PO 32)

There are more domestic violence cases and more break-ins, specifically car break-ins. People are more likely to have weapons on them. People are stealing items out of garages and then taking cars. People are leaving their door unlocked. I have also noticed that there are people who are taking more self-defense classes, specifically teenage girls and women. (PO 20)

The issues in town have not changed; there is just a greater volume of calls. The severity of crimes has gone up somewhat. Now instead of just weed we see meth. Instead of assault, we see aggravated assaults. Also, burglaries have gone up. The extent to which the burglar goes to is different now. For instance, burglars used a cutting torch to cut open the back door of a pharmacy to steal pills. (PO 47)

Traffic (accidents, DUIs) (23%)

A lot of stolen vehicle reports or theft. A lot of traffic accident calls. A lot of those are alcohol related. There are not a lot of violent crimes, just an increase in crimes committed by people who are not from here. (PO 9)

There is more of it. There is more traffic, more DUIs. There are people who come here, without a job, and then they don't find a job right away. During that time, they wreak havoc and cause trouble. (PO 19)

Crime has gone up in some areas. Along with the regular accidents I respond to, I also takes a lot of hit and run accident reports. These can be problematic because even if someone witnessed the accident, it is always the same suspect vehicle – a white four-door work truck. There are so many of these vehicles in and around town that it is almost impossible to complete these reports. (PO 43)

Domestic violence (18%)

Domestic complaints are often oil field related. The oil field workers have also increased the DUI arrests, and hit and run accidents. There are more serious calls, more weapon calls, and more violence involved in the calls we handle. Domestic disputes seem to escalate more quickly, even to a shooting in one case. (PO 89)

The amount of calls for service has changed, but the crimes have not changed. More aggravated assaults, usually people drinking and getting in fights. There are more domestic violence calls, but that has to do with the housing shortage and cramped housing quarters. (PO 5)

Calls for domestics, assaults, DUIs and drugs (marijuana and meth) are all up. (PO 54)

Prostitution (14%)

The types of crimes are different than they used to be. There is now an issue with prostitution, primarily at the local hotels. One hotel, in particular, has had many problems. The prostitutes are advertising their services on ndbackpages.com. (PO 34)

The incidents of prostitution, out of local hotels, has increased. This is probably due to more males in the population and they need an “outlet”. (PO 38)

Crime has changed in several ways. One difference is the amount of prostitution. The motels will call and officers respond to the calls, but we do not have time to do “stings” or help combat the problem proactively. (PO 39)

There are prostitution businesses popping up in the oil patch. Many advertise on Craigslist. One method is to advertise as a “cleaning service.” The ad suggests they will clean your apartment or trailer, but the insinuation is that it is a lot more than cleaning being offered. Servers at a local bar said the women were handing out business cards, but they were not dressed like cleaning ladies. (PO 85)

It appears that the rapid population growth in western North Dakota has resulted in some significant changes for the communities and citizens in the region. There is also some evidence that there has been a change in perception of crime and personal safety by both residents and officers/deputies.

Impact on police organizations:

According to the existing literature, rapid population growth in “boom towns” also affects police organizations (Covey and Menard, 1984; Ruddell, 2011; Taft, 1981). Rapid population growth requires police agencies to use more of their resources to keep up with the demand for police service. Taft (1981) found that the availability of resources for the Evanston Police Department was not keeping up with the increasing demand for service from the public. Evanston police officers complained about the lack of equipment, facilities, and training (Taft, 1981: 13). Some agencies began to place a greater emphasis on record keeping, which was previously not a priority in some small police departments (Covey and Menard, 1984; Taft, 1981).

The current study used several interview questions to inquire about the impact (if at all) that the rapid population growth resulting from the oil boom has had on police organizations in western North Dakota. The questions focus on the general impact, impact on organizational resources, types of resources needed by each organization, impact on the working relationships among officers within each organization, with other police organizations in the region, and with businesses and social institutions in their communities.

Officers/deputies explained how (if at all) the rapid population growth resulting from the oil boom has had an impact on their organizations. Half (50%) of the officers/deputies reported that their agencies have hired more officers/deputies since 2008 in an effort to keep up with the increase in demand for service; however, 33% believe that their organizations are still short staffed.

We have had a few new hires. We have a little more equipment. We have had additional training provided to us. We have had to change from more of a small town mentality to big city mentality. We are always playing catch up because we are always behind with calls for service. The growth in this community is much faster than the resources we are getting to increase the number of employees in this agency. Responding to problems that come our way becomes difficult when we do not have enough people working here. (PO 10)

We have expanded the police department, but the problem is that it is not expanding fast enough, and we cannot keep up. We are authorized to hire more, but it will be difficult because of the housing issue. (PO 22)

It has stretched us to our limit. We are trying to play catch up. We have lost many experienced people and have replaced them with people with no experience in law enforcement. Having more than five years of experience in this agency puts people high on the seniority ladder. (PO 31)

Many (40%) officers/deputies stated that the increase in calls for service has had a significant impact on their organizations. Table 1 on page 12 shows that the calls for service load has more than tripled in many of the police agencies located in the Bakken since the oil boom began in 2008. Ward County Sheriff's Department and the Minot Police Department have

not experienced as great of an increase in calls for service, but this is likely because these agencies are geographically located on the outer edge of the Bakken oil shale region, while the other agencies are located in the central basin, which is closer to oil production activities.

Some officers/deputies (20%) stated that the increase in calls for service has created retention issues in some of the police agencies. Other officers/deputies reported that it is difficult to provide the same level of service that long-term residents have received in the past and still expect today. The increase in calls for service results in some of the officers/deputies responding to the calls in a quick, reactive, and impersonal manner. This change in the way that officers/deputies conduct their work is similar to the changes mentioned in the Taft (1981) articles and the Covey and Menard (1984) article.

The increase in calls for service has been difficult. It is hard to give anything adequate time and thought because of the chaotic response to the calls for service. We have become more reactive than proactive. The public wants a resolution quicker than possible. There are some staffing issues. Police officers come here. They're licensed. They're educated. They're great cops with great skills, but after a while, they get burned out. There are a lot of calls and that is very taxing. (PO 5)

The agency is a lot busier with handling calls. Non-emergency calls have to wait at times. The oil boom took many people from the agency. With staffing problems, it is hard to get time off. It is hard for the agency to compete with the big salaries offered by private business associated with the oil industry. (PO 96)

I used to be able to talk to people, listen to their problems and then try to help them. Now I show up for the call and move on to the next one. I make more arrests now than I ever have in the past, there is no question about that. (PO 4)

The department is understaffed. Citizens have to wait for police service if it is not an emergency. They will wait for a long time for issues like accidents or stolen property. It is common for them to have to wait up to an hour. (PO 60)

Other officers/deputies (23%) reported that retention has become a problem because officers/deputies are “burned out” from working long hours, with few days off and a heavy call load. Some of the organizations are having a difficult time retaining people because the cost of

living is high, and there is limited affordable housing in the region. Some officers/deputies leave their positions to take jobs in the oil industry that offer better benefits and higher pay.

We need to be able to grow and hire more people. For instance, we just hired a batch of people. One person was on the job for a week and quit right away. We are hiring again next month. We just cannot keep people. (PO 7)

Turnover is a big deal, and it has caused a lot of stress. Pay and benefits in the department are not good. This has increased frustration in the agency overall because we are busier, but we do not see anything more in our paycheck. I feel like the agency is stretched thin, and now they are talking about annexing more land into my jurisdiction, which is going to make beat areas even larger. This means that we are going to have to serve even more people. (PO 19)

It has been difficult to hire and keep people. Turnover is outrageous. They give us no reason to stay. The last pay raise was not enough to compensate for the cost of living in the area. (PO 41)

There has been a great deal of turnover lately. One of the reasons for the turnover is the lack of housing in the community. When new officers come to the area, they usually stay with other officers for a while and so that they can look for housing. If no housing becomes available, the officers start looking for jobs elsewhere. (PO 48)

When officers/deputies were asked how (if at all) the rapid population growth from the oil boom has affected their agency resources, nearly half (48%) stated that it has required their agencies to hire more people due to the increase in demand for police service.

There is not enough money. Right now, we have several open positions. We have the money to pay for those positions, and have tried to hire people. The problem is that the cost of living has increased, and housing is becoming too expensive. We recently lost one of our coworkers because the cost of living was becoming too great. This person moved to another city across the state because it was more affordable to live there. (PO 17)

It has affected the manpower in the department. In addition, the estimated time of arrival (ETA) on calls for service has suffered. The response time is not as fast because of the increasing call volume. (PO 50)

It has affected the human resources. The department could use more personnel to keep up with the workload. I heard that we have been authorized to hire more people in a few months, but it might be difficult to fill those spots because of the cost of living. (PO 57)

Nearly one-quarter (24%) of the officers/deputies said that employees in their agencies need additional training. The lack of training (in general), shortened training, and allowing people with little experience to train other officers/deputies is compromising officer/deputy safety.

We are definitely down on resources: people and vehicles. We can only add people so fast. There are only so many field-training officers. The field-training officers that we have right now only have a few years of experience themselves. They are training other people, which is not good. They have shortened the field-training program too. If you can manage the first task, then you move on. Trainers look to see if we can multi-task. If we can, that is good enough for them. (PO 20)

We do not get as much training as we used to. We do a lot of our training in-house because we are short staffed. This is scary because that means that there are less trained officers/deputies on the streets. The lack of people makes it difficult. We don't have enough people to make things get better. The budget seems like it shrinks every year. People are not thinking or planning ahead. Our budget never seems to increase, yet the oil revenue increases. (PO 23)

The majority of the officers are from other places. I think that most of them are here simply to get experience and, if the opportunity arose, they would go back home. Some of them would even be willing to take a pay cut to leave the area so they do not have to work in western North Dakota anymore. The officers leave because they never get enough training, and the equipment is so old. It would be nice if we could get newer equipment. We were promised new equipment a while ago. If they do not get better stuff (radios in particular) it's going to get somebody killed. (PO 38)

Some officers/deputies (21%) reported that they need more vehicles and other officers/deputies (20%) said that they need updated equipment in order to do the job more efficiently. Some officers/deputies (19%) stated that they have enough resources at this time.

We do need computers to help us as dispatch is overwhelmed right now and it is unsafe for officers/deputies when they call for needed backup. The growth of new roads that never seem to be listed on maps makes it hard to respond to calls sometimes. A GPS system might help us with that problem. (PO 2)

An oil company gave us a small donation once. Our equipment, vehicles, all that stuff adds up very fast. So that donation did not go very far. We have written grants. We received a grant where we can use it for vehicles and equipment, but we cannot use it for officer salary, which is unfortunate because we definitely need more people. (PO 10)

The added number of police officers has stressed our squad cars with all the added driving. It is tough to get things fixed, as many garages are very busy. It can take a lot of time to get repairs done on the cars. Some of the garages we used to do business with do not do the same kind of routine maintenance work any longer. Sometimes a car will have some mechanical problems and we have to keep driving them even when we should not, because there is nothing else to use. As a result, additional damage is done. We lack staff to handle all the paperwork so there is work left undone all the time. (PO 74)

Officers/deputies that reported that their agencies lacked resources described how their organizations compensate for the missing resources. Some officers/deputies (30%) stated that their agencies compensate by having officers/deputies work overtime. Several officers/deputies mentioned that this result in them taking very little time off and sometimes are not able to use their sick days. Others (23%) commented that their agencies have tried to hire more people.

There are no sick days. There is no overtime. Normal shifts for most people are 18-22 hours long. Those are normal shifts for us. More personnel would really help with this. Sick days are hard to manage. If I am sick, and if there is nobody to come in for me, I still have to answer calls. I will do that, whether I am vomiting or not. (PO 11)

Overtime. We have many people here who are dedicated to law enforcement. We are very dedicated to our work. Without that dedication, this agency would be in a world of hurt. (PO 14)

Some come in for overtime. We have a good group of people. There is a lot of burnout though, because when a person works 6 to 8 days in a row, it wears on you. (PO 31)

The department hands out overtime like its candy. You can work as much as you want. (PO 66)

Some officers/deputies (20%) said that their agencies have not done anything to compensate. Supervisors advise their employees to simply forge ahead and deal with it.

We work shorthanded a lot. If someone calls in sick then we work short, because we won't call someone in on overtime. We try to sneak by with the bare minimum. We have equipment/guns from three decades ago. We are not keeping up with the outside world. We are just trying to slide by. Until something bad happens to someone, this is what we will continue to do. (PO 77)

We don't. We fight through it. We bitch to each other as we work together on the streets. I believe that it is unsafe to work these streets because there are too few officers/deputies. I feel uncomfortable saying that, but I am being honest. There are calls where there

should be two or three people responding, and only one person can show up. That means getting back-up to a serious call would take a long time due to traffic. That, of course, increases officer risk. (PO 6)

We get the essentials and deal with the issues. Many officers/deputies buy their own equipment if they can't get it at work. We lack equipment to allow us to respond in crises (like an active shooter situation). The vests we have are subpar. We have the essentials, but nothing more. (PO 71)

A few officers/deputies (9%) said that they use more discretion when they respond to calls for service. They said that this is the only way they are able to respond to the high volume of calls they receive each shift.

“Just shut up and do it.” “Just do what you can.” “Make it work.” “Get your paperwork done.” These are all things that I hear from my supervisors. Officers end up looking away from minor crimes and traffic offenses because we don't have time. You are going to screw your shift if you get involved in minor things. The detectives are pushing cases back to patrol officers to investigate because they can't work them all. This isn't their job and they don't have time to do these follow-up investigations. Many officers don't want to do follow-ups and it is can be frustrating. (PO 76)

The workload falls on the people who currently work at the agency. The increase in calls has created more of a triage mentality, where you have to go to the calls that are more serious first, and everybody else has to wait. You have to go and respond to the calls based upon how the dispatchers prioritize them. So when it comes down to it, we have just tried to make things work with the resources we have. (PO 5)

We prioritize calls. Accident calls wait if there is a domestic violence call or a fight. Sometimes calls can be waiting for three to four hours. People tend to be understanding if we let them know that ahead of time, and when we arrive on the scene, we apologize for the wait and explain to them how busy we are. (PO 34)

A few officers/deputies (1%) said that their agencies have made an effort to hire new officers/deputies by offering housing incentives. Other officers/deputies (6%) reported that their agencies have increased pay to retain current officers/deputies. A handful of officers/deputies (3%) said that their agencies have adopted technology that makes their work more efficient. Other officers/deputies (9%) said that their agencies have applied for grants to get additional resources.

We get donations. We have had to write more grants. We rely heavily on reserve officers. If it were not for reserve officers, we would be drowning. We also have used loaner guns in the past. We are trying to get away from that today because there are issues when you borrow a gun from some place. (PO 10)

Well, I describe it as if it is peanut butter. You spread it as thin as you can. Another way that we compensate is that we do allow some overtime. Sometimes we will write grants to pay for the overtime, especially if it is related to a certain kind of call, like alcohol-related calls. (PO 12)

We are trying to address the issue of housing for new officers/deputies. An apartment building is being built to house new officers. (PO 36)

The department has tried to be more efficient. The department has incorporated more technology, including updated computers in the cars. (PO 54)

After discussing the lack of resources, the officers/deputies were asked to come up with a list of resources that they believe could help their agency provide service more efficiently and effectively given the rapid increase in population in their communities. Over half (58%) of the officers/deputies stated that they need more personnel. They believe that adding more officers/deputies would alleviate many of the problems their agencies face.

Getting additional personnel. More officers/deputies would reduce the level of stress on the staff. This would help us keep the people who are currently working here. It is very difficult when people just suddenly leave their position, and we become even more short-handed than before. So more resources to help us get more personnel would be great. (PO 5)

Two or three more officers and permanent housing for these people. We are not going to be able to hire if we do not have a place for the person to live, especially if they have a family. No one wants to bring his or her family all the way to western North Dakota to live in a camper in the middle of nowhere. (PO 10)

Manpower is the primary need. We need more patrol on the street. It would cut down on the workload burden. We have recently seen an increase in the number of two car calls. More calls require a multiple car response and that ties up more officers/deputies. (PO 94)

Approximately one-third (32%) of the officers/deputies believe that the adoption of paperless systems would make their agencies run more efficiently.

We need to catch up with the times technologically. We need to get into the electronic era. Everything we do is by paper. There are computers that are sitting here, but we are waiting for someone to implement them, to train us, and then network them, so we can transmit information appropriately. (PO 6)

The department needs to go to a paperless system. It would help to go to printable tickets, which would save time. It would be helpful to have radios that work for obvious reasons. It is an officer safety issue when officers are unreachable. (PO 58)

We could use more technology-based resources, MDCs, a records management system. It would allow us more road time and reduce the clerical work. The radio issue is a problem. We have dead spots in the county where they cannot transmit or receive. I try to avoid making stops in those areas when possible. (PO 72)

Some officers/deputies (25%) expressed concern about their radio systems and dispatching systems being outdated, inefficient and unreliable. Many are concerned that the lack of functional equipment puts officer safety at risk.

Our radios are not good. Often transmissions are garbled and no one can understand what is being said. We do not have computer-aided dispatch (CAD) and have not had it for over a year now. It is ridiculous. We are back to using pencil and paper to dispatch. This is inefficient. (PO 99)

Computers (MDC) and better radios. The coverage for radios is bad in some areas and sometimes I cannot contact anyone or hear anyone else. Often time's transmissions are not clear. We need more dispatchers. We often have to wait for radio traffic to be able to speak. Often the dispatchers are too busy to listen. This can be dangerous. (PO 68)

Computer Aided Dispatch (CAD) would help. We could use MDC's in the car. The dispatchers can be short with us. Sometimes there is only one dispatcher and they are usually overworked. The radios are bad since they changed to digital. There are dead spots, which could be a major problem (coverage issue). Portables only work on a repeater from the vehicle. This can be dangerous if you do not remember to turn it on when you leave the vehicle. The portable radio only has one channel; it is essentially a walkie-talkie. (PO 71)

Some officers/deputies (29%) identified the need for new vehicles. Some are using squad cars that are very old and that have mechanical problems. Other agencies do not have enough squads in their fleets to allow more officers/deputies to be on patrol.

We really need to replace the squad cars. Some of them have over 100,000 miles on them. Along with the new cars, computers in the car would be beneficial. Lastly, radios that actually work. (PO 38)

We could use more patrol cars. There are currently enough squads for the number of officers/deputies we have. What happens when a squad car is in need of repairs? Along with more cars, we could use computers in the cars to work more efficiently. The dispatch equipment is outdated and is in need of an upgrade. (PO 40)

We could use newer cars. The vehicles are almost to the point of not being safe. For example, in my car, when I turn on the turn signal, the headlights turn to bright. We are not providing a very good example to the public by having all of these problems with the cars. How do we enforce the law when our cars do not even pass state laws? (PO 43)

Some (27%) officers/deputies suggested resources that would provide housing allowances and an increase in pay to keep current officers/deputies.

It would not take a lot more to make things better, but it seems like there is no money or resources given to us to do this. Higher salary and wages. Support the people who work here. Make them a priority, instead of making the money from the oil field a priority. (PO 15)

More officers. But to get more officers, we need to increase pay and improve benefits. Our department is a stepping-stone for people to move on to other police agencies. People know that they can get hired here, and they will get training and a lot of good experience. Once they get that, they leave. The department puts a huge investment in them, and they leave. (PO 21)

We need housing for officers, or at least reduced cost housing for officers. Not enough is happening; we need a grant or something for law enforcement. Many new employees can't afford to buy a house so they leave. We have lost good officers over this. A higher salary would help. The brass tries to give us all that they can, but there is only so much they can do. (PO 97)

Officers/deputies explained how (if at all) the rapid population growth from the oil boom has changed the interaction among officers/deputies working together in their organizations (new officers described the interaction among colleagues in his/her agency). More than half (59%) said that their interactions with colleagues are good. Their relationships are good (and in some cases better) because they all know that they need each other's help. Others mentioned that communication among officers/deputies has also improved.

We all get along. It is more of a family kind of relationship. We all want to go home safe and sound at night. It is a different bond of course than your regular family, but it is the family that you have. A lot of this is based upon officer safety. We all want to be

connected because we know what the job is like, because we are the ones that work it. No one else understands. (PO 7)

We are closer with each other at work and outside of work. There is no animosity between shifts. We did not see this the first year, but we have become closer because we have lost many of the experienced people. (PO 33)

In the beginning, there was more stress. Now we are beginning to work together more. We realize we are all in it together. Officers will come in to cover overtime shifts if necessary - if a shift is short. (PO 93)

Some officers/deputies (26%) said there has been no change in interactions with colleagues in their agencies, while 15% of officers/deputies reported that it has become worse.

We have always been pretty tight. I don't know that it (oil boom) has changed that at all. It is like being in a family (brothers will fight with brothers or sisters against sisters at times). Overall, not much has changed. (PO 98)

It hasn't changed much. We have always had a tight knit agency. (PO 78)

The morale in the department could be better. It doesn't seem like there is the brotherhood like there should be. The officers rarely hang out when they are not at work. If I had the opportunity to work for another agency, I would in a heartbeat. (PO 37)

The level of positive interaction among officers comes and goes depending on the situation. When there is low manpower, the morale doesn't seem to be as good. It's almost like a roller coaster. When the staffing is back up and more training opportunities are available, the morale is back up. (PO 56)

Officers/deputies also discussed how (if at all) the rapid population growth from the oil boom has changed their interactions with other police agencies in the region (new officers were asked to describe their interaction with other police agencies in the region). Most (85%) officers/deputies said that their interactions with other agencies are better or good. Agencies now provide more support and backup for other agencies. Several officers/deputies (42%) stated that agencies are likely to back each other up more now than before because there is a heightened sense of danger associated with the job. Some (15%) officers/deputies reported that there has been an improvement in communication and intelligence sharing among agencies.

The agencies in the area seem to work well together. It is often that the city will ask for help and the Sheriff's office will gladly assist. There is also a good working relationship with the Highway Patrol as well. (PO 51)

All of the officers in the area get along well for the most part. It is a lot different here than other parts of the country, and even different parts of North Dakota. There is no animosity among the agencies. Everybody chips in and backs each other up when possible. (PO 62)

We all work well together. We back up other agencies and they back us up. It is the same with the Highway Patrol. It is kind of like David and Goliath (and law enforcement is David). (PO 90)

The agencies in the area have a good working relationship. We will often meet at a restaurant or have coffee in the convenience stores. We all get along really well. We tend to back each other up a lot too because there are usually so few people working at any given time in that county. (PO 67)

Overall, there is a good relationship between the law enforcement agencies in the area. The intra-agency cooperation is awesome. It is just too small of an area to have turf battles. (PO 65)

Some officers/deputies (12%) reported that nothing has changed their relationship with other police agencies in the area. A few officers/deputies (3%) said that their relationship with other police agencies in the region have become worse. The problems between some police agencies in the region revolves around jurisdictional issues.

There have never been any problems with the other police agencies. It seems like we all work as a team and help each other out as needed. We all work in the same area so it is often we back each other up or assist on calls for service. This is the way that it has always been. (PO 59)

We have a great working relationship with the Border Patrol and the Highway Patrol. We all assist each other in many cases. However, there seems to be an "us versus them" mentality when it comes to a few other police agencies in the area. It seems like the older officers have beefs with other people in other agencies. The newer officers do not pay any attention to this. I do try to stay out of their jurisdiction though because we get crap if we go there. (PO 52)

Our relationship with the Sheriff's Department, Border Patrol and Game and Fish is very good. Some of the people in a nearby agency can be real buttheads because of jurisdictional issues, which makes it very difficult to get along with them. (PO 8)

Officers/deputies also described how (if at all) their interactions with the local schools and businesses has changed since the oil boom began in 2008 (new officers described their interactions with schools and businesses). Most (81%) of the officers/deputies stated that their interactions with schools and local businesses has changed because their interactions are now primarily reactive due to the high volume of calls for service. Many officers/deputies said that their agencies have had to stop or reduce their level of participation in community-building activities with schools and businesses because there is not enough time.

We have limited contact because we are so busy responding to calls. We are more reactive. I really don't like the fact that we are reactive. Police work, to me, involves interacting with the community. And I don't mean by responding to their calls for service only. I would really like to be able to interact with people in a more positive manner. (PO 12)

We no longer have time to participate in community programs in the public schools, job fairs, drug presentations, etc. We cannot be involved in those kind of activities because there is not enough time for it. We have far less time to do any kind of crime prevention. We just cannot make that a priority any more since we have such an increased volume of calls from the public. We try to be proactive when we can, but we are mostly reactive due to the high volume of calls from dispatch. (PO 1)

As far as the businesses go, we only go into them when they call us. There is nothing proactive going on. It is similar with the schools. There is no time for community policing any more. The only time we go to the schools is when we are reacting to misbehaving children. But having said that, I have not seen much of an increase in the school crime in the area. The kids are adjusting to each other better than the adults are because they cannot drink yet. (PO35)

Despite only having limited, reactive interactions with local schools and businesses, several (24%) officers/deputies believe that the local businesses and schools appreciate them more since the oil boom began in 2008.

Those agencies appreciate us more now – they actually tell us that when they call us for help. They are also choosier about what they will us call for. Schools call us a lot more for kids fighting in school. Business owners will vent a little bit to us when we see them. And the oil companies are always nice and provide information that we request. I guess it is their way of trying to fit in to this community or something. (PO 4)

There are more alarm calls now and the businesses like us to stop by. The convenience stores especially appreciate our presence - especially those that are located near “FEMAville” and the other trailer parks. (PO 97)

They appreciate our presence. Especially the businesses run by the older generation. The oil field workers, however, don't appreciate us...especially when we are trying to serve warrants. (PO 28)

The remaining officers/deputies (19%) said that their interactions with schools and businesses are the same as they as they were during pre-boom years.

It has not really changed. Our agency has always had good working relationships with local businesses and the schools. A few businesses might not agree with me.....like some of the local bars. (PO 101)

Overall, the oil boom has not had a dramatic impact. (PO 86)

It has not really changed. The only things that have changed are that the schools are bursting at the seams and local businesses have added more security cameras. (PO 69).

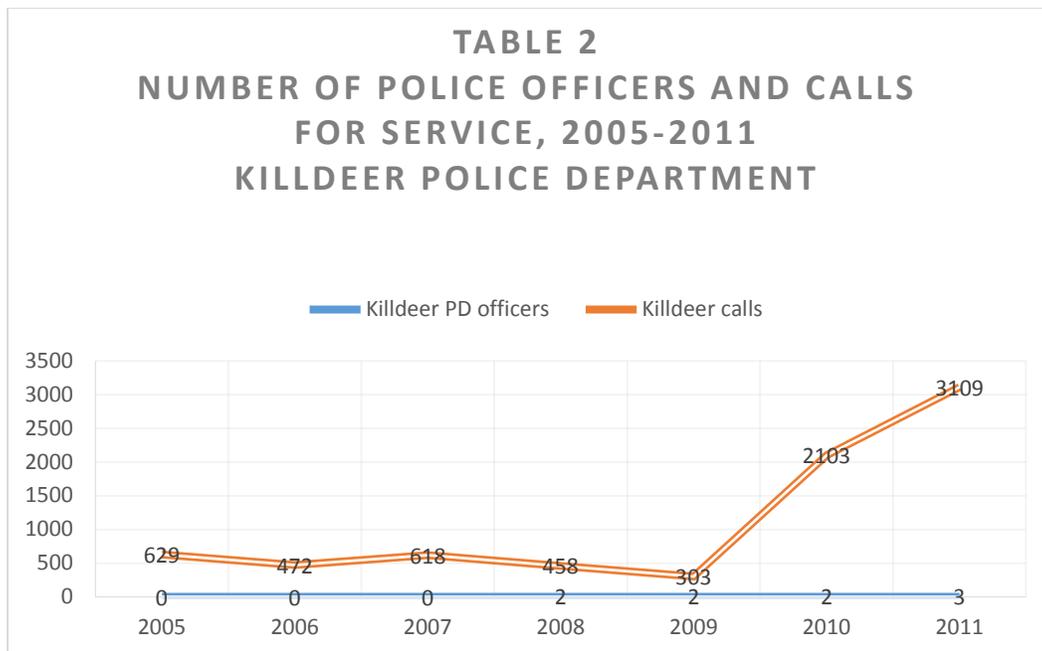
It appears that the rapid population growth resulting from the oil boom has had a positive impact on the interactions among officers and deputies within the agencies in this study, as well as the interaction and collaboration with law enforcement agencies in the region. The interaction between officers/deputies and local schools and businesses has become mostly reactive in nature. Responding to the high volume of calls for service from the public leaves little time for officers/deputies to initiate contact with local schools and businesses.

Discussion/Conclusions:

The purpose of this study was to examine how the rapid population growth resulting from the oil boom in western North Dakota has affected policing and crime in the Bakken region. Face-to-face interviews with 101 police officers and sheriff's deputies reveal that significant change has occurred since the oil boom began in 2008.

First, the rapid population growth from the oil boom has changed the way that most (80%) officers/deputies conduct their work. Officers/deputies face a heavier workload because

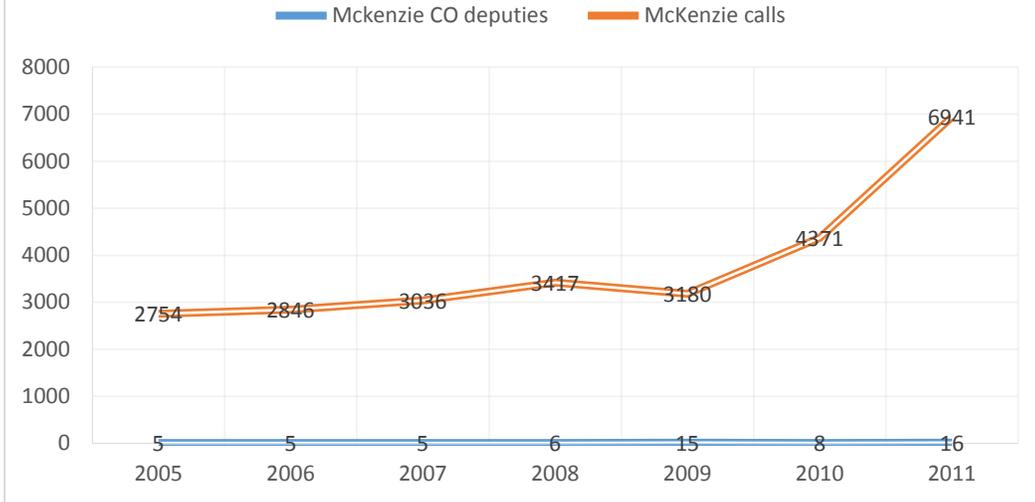
of a significant increase in calls for service from the public. The volume of calls for service has more than doubled in most of the agencies, and has more than tripled in several of the agencies since 2008 (see Table 1 on page 12). Several police agencies/sheriff’s departments included in this study are operating with less than a full staff of employees, which further exacerbates the demands placed on officers/deputies. Tables 2-8 illustrate the dramatic increase in calls for police service since 2005; however, the increase in the number of officers/deputies is not as dramatic. The Tioga Police Department did not provide data to the North Dakota Attorney General’s Office or the Montana All Threat Intelligence Center & North Dakota State and Local Intelligence Center; thus, there is no table for that agency included in this report.



*Source for calls for service data: Montana All Threat Intelligence Center & North Dakota State and Local Intelligence Center. (August 17, 2012). *Impact of Population Growth on Law Enforcement in the Williston Basin Region*.

**Source for number of police officers: Office of Attorney General, Bureau of Criminal Investigation, Crime in North Dakota reports, 2005-2011 A Summary of Uniform Crime Report Data Wayne Stenehjem, Attorney General.

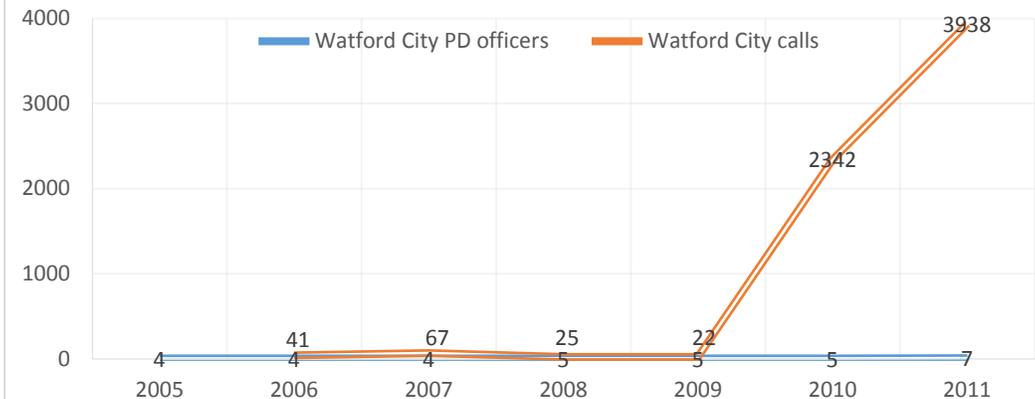
**TABLE 3
NUMBER OF POLICE OFFICERS AND CALLS
FOR SERVICE, 2005-2011
MCKENZIE COUNTY SHERIFF'S
DEPARTMENT**



*Source for calls for service data: Montana All Threat Intelligence Center & North Dakota State and Local Intelligence Center. (August 17, 2012). *Impact of Population Growth on Law Enforcement in the Williston Basin Region*.

**Source for number of police officers: Office of Attorney General, Bureau of Criminal Investigation, Crime in North Dakota reports, 2005-2011 A Summary of Uniform Crime Report Data Wayne Stenehjem, Attorney General.

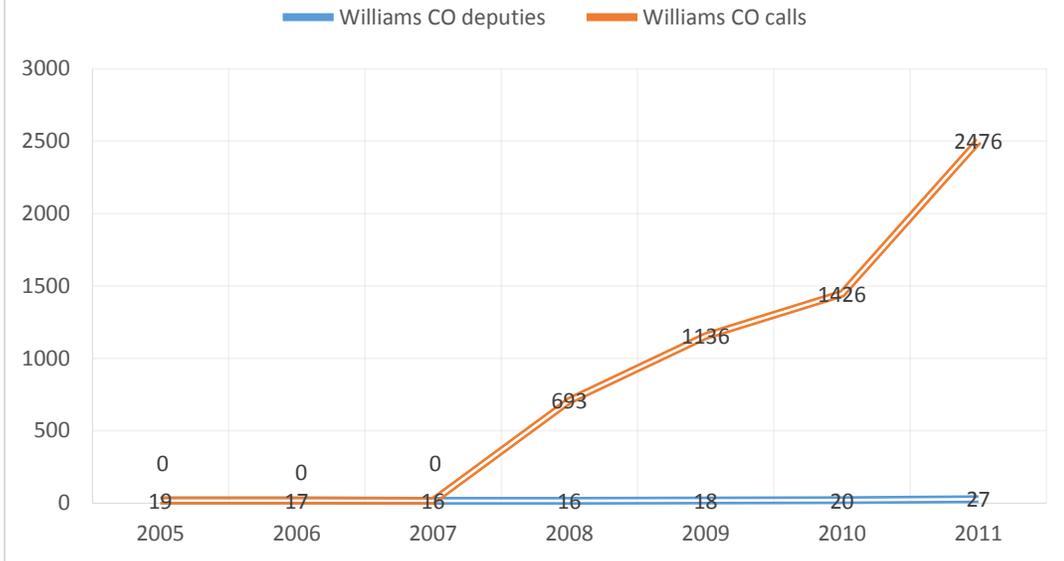
**TABLE 4
NUMBER OF POLICE OFFICERS AND CALLS
FOR SERVICE, 2005-2011 WATFORD CITY
POLICE DEPARTMENT**



*Source for calls for service data: Montana All Threat Intelligence Center & North Dakota State and Local Intelligence Center. (August 17, 2012). *Impact of Population Growth on Law Enforcement in the Williston Basin Region*.

**Source for number of police officers: Office of Attorney General, Bureau of Criminal Investigation, Crime in North Dakota reports, 2005-2011 A Summary of Uniform Crime Report Data Wayne Stenehjem, Attorney General.

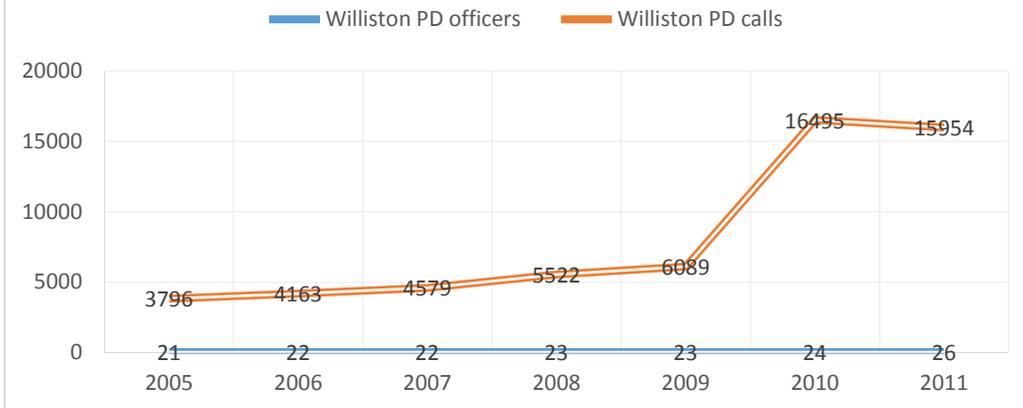
**TABLE 5
NUMBER OF POLICE OFFICERS AND CALLS
FOR SERVICE, 2005-2011
WILLIAMS COUNTY SHERIFF'S DEPARTMENT**



*Source for calls for service data: Montana All Threat Intelligence Center & North Dakota State and Local Intelligence Center. (August 17, 2012). *Impact of Population Growth on Law Enforcement in the Williston Basin Region*.

**Source for number of police officers: Office of Attorney General, Bureau of Criminal Investigation, Crime in North Dakota reports, 2005-2011 A Summary of Uniform Crime Report Data Wayne Stenehjem, Attorney General.

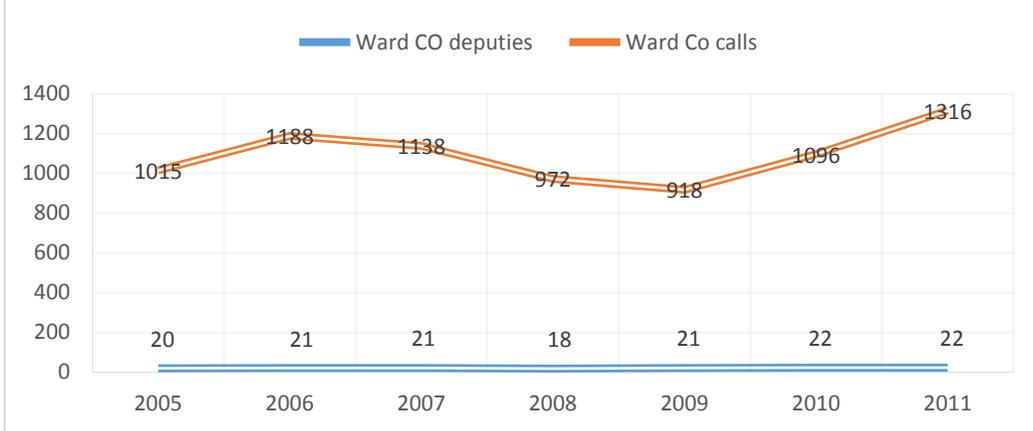
**TABLE 6
NUMBER OF POLICE OFFICERS AND CALLS
FOR SERVICE, 2005-2011 WILLISTON
POLICE DEPARTMENT**



*Source for calls for service data: Montana All Threat Intelligence Center & North Dakota State and Local Intelligence Center. (August 17, 2012). *Impact of Population Growth on Law Enforcement in the Williston Basin Region*.

**Source for number of police officers: Office of Attorney General, Bureau of Criminal Investigation, Crime in North Dakota reports, 2005-2011 A Summary of Uniform Crime Report Data Wayne Stenehjem, Attorney General.

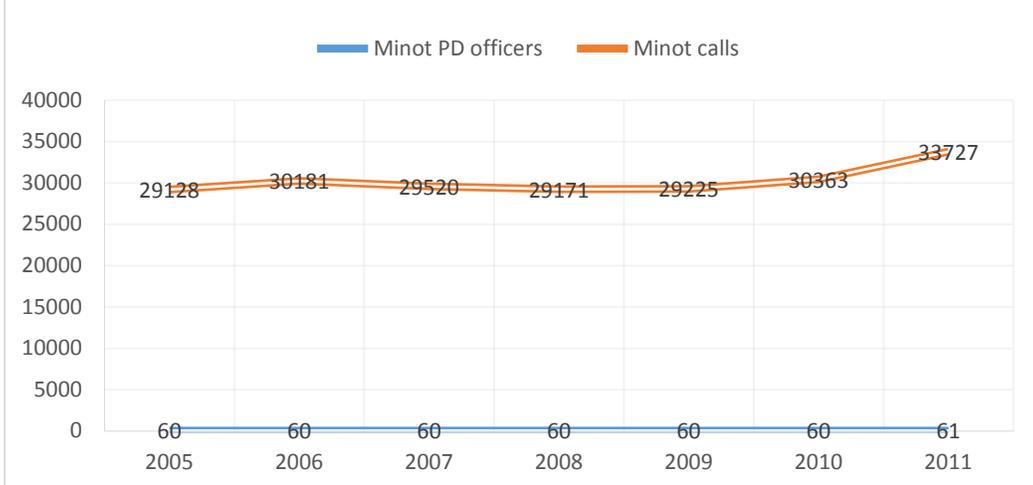
**TABLE 7
NUMBER OF POLICE OFFICERS AND CALLS
FOR SERVICE, 2005-2011 WARD COUNTY
SHERIFF'S DEPARTMENT**



*Source for calls for service data: Montana All Threat Intelligence Center & North Dakota State and Local Intelligence Center. (August 17, 2012). *Impact of Population Growth on Law Enforcement in the Williston Basin Region*.

**Source for number of police officers: Office of Attorney General, Bureau of Criminal Investigation, Crime in North Dakota reports, 2005-2011 A Summary of Uniform Crime Report Data Wayne Stenehjem, Attorney General.

**TABLE 8
NUMBER OF POLICE OFFICERS AND CALLS
FOR SERVICE, 2005-2011 MINOT POLICE
DEPARTMENT**



*Source for calls for service data: Montana All Threat Intelligence Center & North Dakota State and Local Intelligence Center. (August 17, 2012). *Impact of Population Growth on Law Enforcement in the Williston Basin Region*.

**Source for number of police officers: Office of Attorney General, Bureau of Criminal Investigation, Crime in North Dakota reports, 2005-2011 A Summary of Uniform Crime Report Data Wayne Stenehjem, Attorney General.

The change in population and increase in calls for service has had both a positive and negative impact on the interactions that police officers and sheriff's deputies have with others. Over half (59%) of the officers/deputies stated that the changes in the population and the increase in calls for service has resulted in positive interactions among colleagues within their agencies. Their relationships are good (or better) with their colleagues because they depend on one another for support and back-up. Most (85%) officers/deputies said that their interactions with other law enforcement agencies in the region are better (or good) since the oil boom began in 2008. Officers/deputies reported that there has been an increase in communication and collaboration with other local/county, state and federal law enforcement agencies in the area. In contrast, most (81%) officers/deputies stated that their interactions with local schools and businesses has changed since the oil boom began in 2008. Their interactions with local schools and businesses are now primarily reactive in nature because of the high volume of calls for service. Many officers/deputies stated that there is no time to engage in some of the community-building activities that they used to be involved with in the past. The increase in calls for service has led many officers/deputies to adopt a reactive style of policing that is more common in large, urban police departments. This style of policing is very different from the informal, community-based policing that citizens living in small towns in western North Dakota are accustomed to, and likely still expect from their local law enforcement.

Second, the cost of living and availability of affordable housing has changed significantly since the oil boom began in 2008. This change has created several challenges for police agencies and sheriff's departments in western North Dakota. Officers/deputies interviewed for this study reported that their agencies struggle with retention issues because of the high cost of living and lack of affordable housing. Many of the officers/deputies received an increase in pay recently;

however, many have said that it was not enough to keep up with the high cost of living. Many police agencies have lost employees that have taken higher paying jobs in the oil industry or that have moved out of the region to a more affordable area. The loss of personnel in police agencies and sheriff's departments that are already under-staffed could have a negative impact on the quality of service provided to citizens in their communities. Further, the loss of personnel could also result in additional stress and exhaustion for officers/deputies currently working in these agencies.

The high cost of living and lack of affordable housing has also made it difficult for police agencies and sheriff's departments in western North Dakota to hire additional personnel. This is problematic as several of the police agencies/sheriff's departments in this study are currently operating with less than a full staff of employees. The long-term consequences of not adding more staff could have a negative impact on employees working in these agencies. A large portion (74%) of the officers/deputies interviewed for this study reported that they have high levels of work-related stress. Over one-third (36%) of the officers/deputies identified the high calls for service load as a main source of their stress. Nearly half (48%) of the officers/deputies stated that the hiring of additional personnel could help alleviate some of their stress.

Many agencies are trying to manage the increase in demands for service by offering overtime pay to officers/deputies. This is a great opportunity for officers/deputies to earn additional money; however, long hours and fewer days off over an extended period can lead to burn out and physical exhaustion. Offering overtime to deal with the increasing volume of calls is only a temporary fix. It doesn't appear that the oil boom will slow down any time soon as it has been projected that the oil and natural gas industry in North Dakota will produce another 13,144 jobs by 2015 and an additional 15,840 jobs by 2020 (Energy Works North Dakota, 2012).

That means that the population in western North Dakota will likely continue to grow, and in turn, the calls for police service will continue to increase over time. A long-term solution to manage the increasing volume of calls for police service is the hiring of additional police officers and sheriff's deputies.

Third, officers/deputies reported a change in crime and fear of crime in their communities since the oil boom began in 2008. Over half (66%) of the officers/deputies stated that crime in their communities has increased, while 34% said that it has increased, but only in proportion with the increase in population. Official crime statistics for 2012 suggest that there has been an increase in crime in western North Dakota; however, the increase is proportionate with the increase in population (North Dakota Bureau of Criminal Investigation, 2013). It is important to note that crime statistics do not provide a complete picture of criminal activity. These statistics do not include the crimes that go unreported to the police. Additional research is necessary to determine how the rapid population growth from the oil boom has changed crime in western North Dakota.

Approximately one-third of the officers/deputies said that the fear of crime in their communities has increased since the oil boom began in 2008. Citizens now lock their homes and cars, and some have even installed security systems in their homes. Some of the officers/deputies reported that women in their communities are less likely to go out by themselves during the day or evening. Officers/deputies believe that media reports about increasing crime in western North Dakota and rumors circulating around their communities have contributed to citizens' increased fear of crime. It is important to note that these findings reflect the views of officers/deputies. To learn more about citizens' fear of crime in western North Dakota, additional research involving feedback directly from citizens is necessary.

In conclusion, the findings from this study reveal that significant changes are occurring in police agencies and sheriff's departments in western North Dakota. Many of these changes are similar to those experienced by law enforcement agencies located in other "boomtowns" in the United States (Covey and Menard, 1984; Ruddell, 2011; Taft, 1981). As the population in western North Dakota continues to increase in the years ahead, changes will continue. The reaction to these changes by law enforcement executives and state/local government officials will affect police officers and sheriff's deputies working in western North Dakota, and will ultimately affect the quality of life of the citizens living in the "boom towns" in western North Dakota.

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About the author:

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CONTACT INFORMATION

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EDUCATION

- 2002 Ph.D. in Criminal Justice
University of Nebraska-Omaha, Dept. of Criminal Justice
Dissertation: "Innovations in police accountability: An exploratory study of risk management and police legal advising."
Chair: Dr. Samuel Walker
Areas of specialization: Police, and race and the criminal justice system
- 1997 M.A. in Sociology
University of North Dakota, Dept. of Sociology
Thesis: "Anatomy of a gang suppression unit: The social construction of an organizational response to gang problems."
Chair: Dr. Michael Meyer
- 1995 B.A. in Sociology, minor in Psychology
University of North Dakota, Dept. of Sociology

ACADEMIC POSITIONS

- 2012-present Graduate Director
Department of Criminal Justice and Political Science
North Dakota State University
Fargo, North Dakota
- 2009 – present Associate Professor
Department of Criminal Justice and Political Science
North Dakota State University
Fargo, North Dakota

2007 – 2010 Graduate Director
Department of Criminal Justice and Political Science
North Dakota State University
Fargo, North Dakota

2005 – 2009 Assistant Professor
Department of Criminal Justice and Political Science
North Dakota State University
Fargo, North Dakota

2001-2005 Assistant Professor
Social and Cultural Sciences
Marquette University
Milwaukee, Wisconsin

COURSES TAUGHT

Undergraduate courses

Police and Society
Introduction to Criminology
Introduction to Criminal Justice
Sociology of Law Enforcement
Introduction to Policing
Research Methods
Qualitative Research Methods
Race and Justice in America
Mass Media and Urban Crime
Introduction to Sociology
Women & Minorities in the C. J. System

Graduate courses

Advanced Research Design
Policies in Policing
Community Policing
Police Effectiveness
Police and Race Issues
Administrative Policing
Criminal Justice Policy
Police & Society
Classics in Policing

TEACHING AWARDS

Cobeen Hall Faculty Spotlight Award – Marquette University - March 2003

CURRENT/RECENT RESEARCH PROJECTS

“Policing the Patch: An examination of the impact of the oil boom on small town policing and crime in western North Dakota.” Face-to-face interviews were conducted with 101 police officers and sheriff’s deputies working in western North Dakota (October 2012 – March 2013). The interviews lasted 45-60 minutes. Questions included in the interviews focused on the following topics: (1) The impact of the oil boom on how police officers conduct their work; (2) Benefits and drawbacks of the oil boom on individual officers – including questions regarding officer stress and job satisfaction; (3) How the oil boom has affected police officers’ perceptions of their community, citizens and crime; and (4) The ways that the oil boom has affected the police organizations featured in the study (including issues related to agency resources, personnel, inter and intra agency collaboration and communication, and the impact on the relationship between police agencies and businesses/social institutions in the communities). Eight law enforcement agencies were included in this study: (1) Williston Police Department; (2) Watford City Police Department; (3) Killdeer Police Department; (4) Minot Police Department; (5) Tioga Police Department; (6) Ward County Sheriff’s Department; (7) McKenzie County Sheriff’s Department, and (8) Williams County Sheriff’s Department.

“Incidents of police misconduct in the United States.” This study utilizes a large sample (N=4,686) of reported incidents of police misconduct in the United States during 2010. I am currently working with several graduate students on cleaning this dataset in preparation for analyses in the fall 2013. The dataset includes information about reported incidents of police misconduct, as well as the disposition of each incident.

PEER-REVIEWED PUBLICATIONS CURRENTLY UNDER REVIEW

McKenzie Wood and Carol A. Archbold. “Bad Touches, Getting Away, and Never Keeping Secrets: Assessing Student Knowledge Retention of the "Red Flag Green Flag People" Program.” **Revised and resubmitted on June 20, 2013.**

Thorvald Dahle and Carol A. Archbold. “I Wish the Hitting Would Stop...” An Assessment of a Domestic Violence Education Program for Elementary Students.” ****Revised and resubmitted on June 26, 2013.**

Carol A. Archbold, Thorvald Dahle, Melinda Fangman, Ericka Wentz and McKenzie Wood. “Newspaper accounts of racial profiling: Accurate portrayal or perpetuation of myth?” ****Received a conditional acceptance on July 24, 2013.**

PUBLICATIONS IN PRINT

Books

- 2013 (fall) Samuel Walker and Carol A. Archbold. "The New World of Police Accountability (2nd edition)." Sage Publications.
- 2012 Carol A. Archbold. "Policing: A Text/Reader." Sage Publications.
- 2011 Kimberly D. Hassell, Carol A. Archbold & Dorothy M. Schulz. "Women and Policing in America: Classic and Contemporary Readings." Aspen Publishing.
- 2004 Carol A. Archbold. "Police accountability, risk management, and legal advising." LFB Scholarly Publishing. New York, NY.

Handbook/Guide

- 2002 Samuel Walker, Carol A. Archbold and Leigh Herbst. "Mediating citizen complaints against police officers: A guide for police and citizens." Office of Community Oriented Policing Services. United States Department of Justice. Washington, DC.

Peer-Reviewed Journal Articles (* indicates publication with graduate student)

- 2012 Carol A. Archbold and Dorothy Schulz. "Research on Women in Policing: A Look at the Past, Present and Future." Sociology Compass 6: 694–706.
- 2012 Ericka Wentz* and Carol A. Archbold. "Police perceptions of sexual assault victims: Exploring the intra-female gender hostility thesis." Police Quarterly 15: 25-44.
- 2011 Kimberly D. Hassel, Carol A. Archbold & Amy J. Stichman. "Comparing the workplace experiences of male and female police officers: Examining workplace problems, stress, job satisfaction and consideration of career change." International Journal of Police Science and Management, 13, 1.
- 2010 Amy J. Stichman, Kimberly D. Hassell & Carol A. Archbold. "Strength in numbers? A test of Kanter's theory of tokenism." Journal of Criminal Justice, 38: 633-639.
- 2010 Kimberly D. Hassell & Carol A. Archbold. "Widening the scope of complaints of police misconduct." Policing: An International Journal of Police Strategies and Management, 33, 3.

- 2010 Carol A. Archbold, Kimberly D. Hassell and Amy J. Stichman. "Comparing promotion aspirations of female and male police officers." International Journal of Police Science and Management, 12,2: 287-303.
- 2009 Carol A. Archbold & Kimberly D. Hassell. "Paying a marriage tax: An examination of the barriers to the promotion of female police officers." Policing: An International Journal of Police Strategies and Management 32, 1: 56-74.
- 2008 Lindsey Bergeron*, Carol A. Archbold & Kimberly D. Hassell. "Complaints of police misconduct: Are there differences between male and female officers?" Law Enforcement Executive Forum 8(5): 87-102.
- 2008 Jennifer Manis*, Carol A. Archbold & Kimberly D. Hassell. "Exploring the impact of police officer education level on allegations of police misconduct." International Journal of Police Science and Management, 10, 4.
- 2008 Carol A. Archbold & Dorothy M. Schulz. "Making rank: The lingering effects of tokenism on female police officers' promotion aspirations." Police Quarterly, 11, 1: 50-73.
- 2007 Carol A. Archbold, Daniel Lytle*, Jennifer Manis*, and Lindsey Bergeron*. "Police liability incidents that result in litigation: An examination of the causes and costs." Law Enforcement Executive Forum, 7,1: 61-73.
- 2006 Carol A. Archbold, Daniel Lytle*, Corneshia Weatherall*, Ann Romero*, and Catherine Baumann*. "Lawsuits involving the police: A content analysis of newspaper accounts." Policing: An International Journal of Police Strategies and Management, 29, 4: 625-642.
- 2006 Carol A. Archbold. "Using risk management to manage police liability and enhance police professionalism: Current applications." Law Enforcement Executive Forum, 6, 3: 17-29.
- 2006 Carol A. Archbold. "Newspaper accounts of lawsuits against the police: An alternative data source?" Journal of Crime and Justice 29, 2: 1-23.
- 2006 Carol A. Archbold. "Police legal advisors in the United States: Past, present, and future." Police Practice and Research: An International Journal 7, 1: 63-78.
- 2005 Carol A. Archbold. "Managing the bottom line: Risk management in policing." Policing: An International Journal of Police Strategies and Management. 28, 1: 30-48.
 **This paper was recognized as an "Outstanding Paper" at the Emerald Literati Network Awards for Excellence, 2006.

2002 Ni He, Jihong Zhao, and Carol A. Archbold. "Gender and police stress: The convergent and divergent impact of work environment, work-family conflict, and stress coping mechanisms for female and male police officers." Policing: An International Journal of Police Strategies and Management, 25, 4: 687-708.

**This paper received the "Highly commended award" March 2003 from the Literati Club of Emerald Publishing.

-Reprinted in *Critical Issues in Policing: Contemporary Readings*, (5th & 6th editions) written by Roger G. Dunham and Geoffrey P. Alpert (2005). Waveland Press.

-Reprinted in *Women Police* written by Mangai Natarajan (2005). The International Library of Criminology, Criminal Justice and Penology.

2002 Carol A. Archbold and Edward Maguire. "Studying civil suits against the police: A serendipitous finding of sample selection bias." Police Quarterly, 5, 2: 222-249.

2001 Samuel Walker and Carol A. Archbold. "Mediating citizen complaints against the police: An exploratory study." Journal of Dispute Resolution, Volume 1.

1999 Carol A. Archbold and Michael Meyer. "Anatomy of a gang suppression unit: The social construction of an organizational response to gang problems." Police Quarterly, 2: 184-207.

CHAPTERS IN EDITED VOLUMES

2012 Carol A. Archbold. "Managing risk in policing." Encyclopedia of Criminology and Criminal Justice. Editors in chief: Gerben Bruinsma and David Weisburd. Springer Publishing.

2005 Carol A. Archbold. "Commission for the accreditation of law enforcement agencies (CALEA)." Encyclopedia of Law Enforcement. Sage Publications.

2005 Carol A. Archbold. "President's Commission on Law Enforcement and Administration of Justice." Encyclopedia of Law Enforcement. Sage Publications.

2005 Carol A. Archbold. "Wickersham Commission." Encyclopedia of Law Enforcement. Sage Publications.

2000 Edward Maguire and Carol A. Archbold. "Police organization and Management." Encyclopedia of Crime and Justice (2nd edition). Pages 1083-1092. Macmillan References, New York, NY.

PROFESSIONAL REPORTS

- 2012 McKenzie Wood and Carol A. Archbold. “An evaluation of the “Red Flag Green Flag People” program.” Submitted to Fargo Rape and Abuse Crisis Center.
- 2012 Thorvald Dahle and Carol A. Archbold. “An Evaluation of the “I Wish the Hitting Would Stop” Program.” Submitted to Fargo Rape and Abuse Crisis Center.
- 2002 Richard Jones, Lee Oldknow-Blumentritt, James Frinzini, Amy Stichman, Mary Ann Farkas, and Carol A. Archbold. “HIDTA and Safe and Sound Initiative.” Final report.

GRANTS/FELLOWSHIPS/CONSULTING

- 2013 Gunlogson grant (\$4,350) “Examining the impact of the oil boom on small town policing and crime in western North Dakota.” North Dakota State University.
- 2011 Evaluation of “Red Flag green flag people” program and “I wish the hitting would stop” program (\$6,000). Rape and Abuse Crisis Center, Fargo, ND.
- 2009 Weed & Seed evaluation for Cedar Rapids, Iowa (\$14,440)
- 2002 Summer faculty fellowship (Committee on Research – Marquette University) “Innovations in police accountability: An exploratory study of risk management and police legal advising in US law enforcement agencies.” Awarded \$9,000
- 2002 Regular Research Grant (Committee on Research – Marquette University) “Innovations in police accountability: An exploratory study of risk management and police legal advising in US law enforcement agencies.” Awarded \$600 (travel expenses)
- 2002 Curriculum enhancement grant (Institute for Urban Life – Marquette University) “Mass media and Urban Crime.” Awarded \$3,500
- 2002 Diversity curriculum grant (University Mission and Identity – Marquette University) “Race and Justice in America”. Awarded \$1,500

INVITED GUEST SPEAKER

- 2013 Invited panelist for the Police Accountability Conference in Democratic Regimes - First International Congress on Police Internal Affairs in Los Cabos, Mexico October 23-25, 2013.

- 2012 “Keynote editor’s panel: Getting your work published.” Invited panelist for the NDSU graduate student research methods conference - “Ties that bind: Research methods in the social and behavioral sciences.” March 2, 2012.
- 2007 “Newspaper accounts of litigation involving the police.” Invited panelist for the NDSU President's Diversity Council panel and open forum on Race, Criminal Justice, and the Media. Spring 2007
- 2006 “Race and the police”. Invited panelist for the NDSU President's Diversity Council panel and open forum on Race and the Administration of Justice. Fall 2006
- 2004 “Risk Management and Policing in America”. Guest speaker at the 4th annual Professional Standards Conference in Toronto, Canada, October 26-28, 2004. Hosted by the Toronto Police Services.
- 2004 “Civilian oversight as a risk management tool.” Guest speaker at the 10th annual conference of the National Association for Civilian Oversight of Law Enforcement. Chicago, Ill, October 17-20, 2004. Hosted by NACOLE.

CONFERENCE PRESENTATIONS (* indicates graduate student participation)

- 2013 Carol A. Archbold, Thorvald Dahle* and Rachel Jordan.* ““Policing the Patch”” - The impact of rapid population growth on policing styles in oil boomtowns.” Will be presented at the American Society of Criminologists, Atlanta, GA, November 20-23.
- 2013 Beth Sanders; Cara Rabe-Hemp; Dorothy Moses Schulz; Carol A. Archbold; Robin Haarr; Lorie Fridell and Melissa Morabito. “Contemporary issues in policing research: From the perspectives of women.” Roundtable discussion at the American Society of Criminologists, Atlanta, GA, November 20-23.
- 2012 McKenzie Wood* and Carol A. Archbold. “Bad Touches, Getting Away, and Never Keeping Secrets: An Examination of the Efficacy of the ‘Red Flag Green Flag People’ Program.” Presented at the American Society of Criminologists, Chicago, Ill, November 13-17.
- 2012 Thorvald Dahle* and Carol A. Archbold. ““I Wish the Hitting would Stop’... An Assessment of a Domestic Violence Education Program for Elementary Students.” Presented at the American Society of Criminologists, Chicago, Ill, November 13-17.
- 2012 Carol A. Archbold, Thorvald Dahle,* Melinda Fangman,* Ericka Wentz* and McKenzie Wood.* “Racial profiling in the news: Accurate portrayal or perpetuation of myth?” Presented at the American Society of Criminologists, Chicago, Ill, November 13-17.

- 2012 Carol A. Archbold & Ericka Wentz.* “Assessing the congruence between police classification of sexual assault claims and prosecutorial charging decisions.” Presented at Academy of Criminal Justice Sciences conference, New York, NY, March 13-17, 2012.
- 2010 Kimberly D. Hassell & Carol A. Archbold. “Running on the Reform Treadmill: Officers’ Perceptions of Problem-Oriented Policing.” Presented at the American Society of Criminologists, San Francisco, California, November 17-20.
- 2010 Carol A. Archbold, Kimberly D. Hassell and Ericka Wentz.* “A comparison of police officers’ perceptions of sexual assault victims and their assailants.” Presented at Midwest Criminal Justice Association conference, Chicago, Ill, September 23-25.
- 2010 Carol A. Archbold & Dorothy M. Schulz. “Career paths of female chiefs of police on university campuses” Presented at the Western Criminological Society conference, Honolulu, Hawaii, February 3-6.
- 2009 Kimberly D. Hassell, Carol A. Archbold & Danielle M. Romain*. “Factors influencing juveniles’ perceptions of the police.” Presented at Midwestern Criminal Justice Association conference, Chicago, Ill, September 24-26.
- 2009 Carol A. Archbold, Kimberly D. Hassell & Ericka Wentz*. “Exploring variation in the perceptions of rape among male and female police officers: Does the Intra-Female Hostility thesis apply?” Presented at Midwestern Criminal Justice Association conference, Chicago, Ill, September 24-26.
- 2009 Carol A. Archbold. Graduate Coordinator Forum. Academy of Criminal Justice Sciences conference, Boston Massachusetts, March 9-13, 2009.
- 2009 Kimberly D. Hassell, Carol A. Archbold & Jennifer Manis*. “Veiled equality? Examining the workplace experiences of male and female police officers.” Presented at the Academy of Criminal Justice Sciences conference, Boston Massachusetts, March 9-13, 2009.
- 2008 Kimberly D. Hassell, Carol A. Archbold & Jennifer Manis*. “Picking rotten apples: Exploring the relationship between officers’ characteristics, productivity levels and citizen complaints.” Presented at Midwestern Criminal Justice Association conference, Chicago, Ill, September 4-6.
- 2007 Lindsey Bergeron*, Carol A. Archbold & Kimberly D. Hassell. “Complaints of police misconduct: Are there differences between male and female officers?” Presented at Midwestern Criminal Justice Association conference, Chicago, Ill, September 27-29.
- 2007 Carol A. Archbold, Kimberly D. Hassell & Jennifer Manis*. “Paying a marriage tax: An examination of the barriers to the promotion of female police officers.” Presented at the Society for the Study of Social Problems conference, New York City, NY, August 8-12, 2007.

- 2007 Jennifer Manis*, Carol A. Archbold & Kimberly D. Hassell. "Educating the police: The impact of police officer education on formal and informal complaints." Presented at the Academy of Criminal Justice Sciences conference, Seattle Washington, March 13-17, 2007.
- 2006 Carol A. Archbold & Daniel Lytle*. "Lawsuits involving the police: A content analysis of newspaper articles in three major U.S. cities." Presented at the Academy of Criminal Justice Sciences conference. Baltimore, Maryland, Feb 28 – March 4, 2006.
****Chair of Panel
- 2005 Carol A. Archbold. "Newspaper accounts of lawsuits involving the police: An alternative data source?" Presented at the American Society of Criminologists, Toronto, Canada, November 16-19, 2005.
****Chair of Panel
- 2003 Carol A. Archbold. State of the art discussion on early intervention systems in law enforcement conference. Sponsored by the Police Professionalism Initiative, directed by Dr. Samuel Walker. Phoenix, AZ, February 10, 11.
- 2002 Carol A. Archbold. "Police legal advisors and risk management: Innovative approaches to police liability management." Presented at the American Society of Criminologists, Chicago, Ill, November 13-16.
- 2002 Carol A. Archbold & Griselda Aldrete*. "Racial profiling and the media: Shaping perceptions and perpetuating myths." Presented at Midwestern Criminal Justice Association conference, Chicago, Ill, October 10, 11.
- 2002 Carol A. Archbold, Liquon Cao, Ni He, and Jihong Zhao. "Gender and police stress: The convergent and divergent impact of work environment, work-family conflict and stress coping mechanisms of female and male police officers." Presented at the Academy of Criminal Justice Sciences conference, Anaheim, CA, March 5-9.
- 2002 Carol A. Archbold. "Innovations in police accountability: An exploratory study of police legal advisors in the United States." Presented at the Academy of Criminal Justice Sciences conference, Anaheim, CA, March 5-9.
- 2001 Carol A. Archbold. "Liability and the police: An exploratory study of police legal advisors in the United States." Presented at the Midwestern Criminal Justice Association conference, Chicago, Ill, October 3-5.
- 2001 Carol A. Archbold and Bill Wakefield. "Educational benefits of foreign study tours for students and faculty." Round table participant at the Midwestern Criminal Justice Association conference, Chicago, Ill, October 3-5.

- 2000 Carol A. Archbold and Edward Maguire. "Studying civil suits against the police: A serendipitous finding of sample selection bias." Presented at the Midwestern Criminal Justice Association conference, Chicago, Ill, October 4-6. **Chair and Discussant for panel
- 2000 Samuel Walker and Carol A. Archbold. "Mediating citizen complaints against the police: An exploratory study." Presented at the Academy of Criminal Justice Sciences conference, New Orleans, LA.
- 1997 Carol A. Archbold and Michael Meyer. "Anatomy of a gang suppression unit: The social construction of an organizational response to gang problems." Presented at the Academy of Criminal Justice Sciences conference, Louisville, KY.

SERVICE AND OTHER PROFESSIONAL ACTIVITIES

Service to the Department

- 2012-current Graduate Director for Department of Criminal Justice & Political Science
- 2007-2010 Graduate Director for Department of Criminal Justice & Political Science
- 2005 Member of the search committee for CJ position
- 2006 Member of the search committee for CJ position
- 2007 Member of the search committee for CJ position
- 2012 Chair of the search committee for CJ position – policing position
- 2012 Member of the search committee for Chair position
- 2013 Serving as committee chair of the Doctoral dissertation of Ericka Wentz
- 2013 Serving as committee chair of the Doctoral dissertation of Thorvald Dahle
- 2013 Serving as committee member of the Masters Thesis of Kelsey Keimig
- 2013 Serving as committee member of the Doctoral dissertation of McKenzie Wood
- 2011 Served as the committee chair of the Masters Thesis of Michael Sanden
- 2010 Served as the committee chair of the Masters Thesis of Ericka Wentz
- 2008 Served as a committee member of the Masters Policy Paper of Krista Attawell
- 2007 Served as a committee member of the Masters Thesis of David Hohn
- 2005 Served as a committee member of the Masters Thesis of Fred Leinfelt
- 2010 Member of assessment committee
- 2011-current Member of strategic planning committee
- 2011-current Member of committee to research GPA requirement
- 2009-current Member of department promotion and tenure committee

Service to the College

- 2009 - 2012 Member of Student Progress committee (3 year term) – North Dakota State University
- 2010 - 2013 Member of the Promotion, Tenure & Evaluation Committee – North Dakota State University
- 2011 Member of search committee for Dean position (to replace Dean Riley)

Service to the University

- 2012 - 2013 Faculty mentor – FORWARD Faculty mentoring program
2006 - 2010 Member of the Diversity Council (4 and ½ years) – North Dakota State University

Service to the Profession

- 2012-current Member of the Editorial Board for *Journal of Criminal Justice Education*
2011-current Member of the Editorial Board for *Policing: An International Journal of Police Strategies and Management*
2011-current Member of the Editorial Board for Criminal Justice Textbook line for Aspen Publishing
2006 Chair of the William L. Simon/Anderson Publishing Outstanding Student Paper Award committee for the Academy of Criminal Justice Sciences.
2002-2005 Deputy Editor for *Social Problems* journal
2013-current Ad hoc reviewer for *Journal of Qualitative Criminal Justice & Criminology*
2012-current Ad hoc reviewer for *Violence Against Women*
2010-current Ad hoc reviewer for *Justice Quarterly*
2008-current Ad hoc reviewer for *Police Quarterly*
2003-current Ad hoc reviewer for *Policing: An international journal of police strategies and management*
2002-current Ad hoc reviewer for *Police practice and research: An international journal*
2002-current Ad hoc reviewer for *Journal of Crime and Justice*
2008-current Ad hoc reviewer for *Journal of Criminal Justice*
2002 Ad hoc reviewer for *International journal of offender therapy and comparative criminology*
2005 Ad hoc reviewer for *Law and Society Review*

Service to the Community/State

- 2006-current I serve as a member of the promotion board (Sergeant, Lieutenant and Captain position) for the Fargo Police Department. I participate in both scoring the promotion exams and also the oral interviews of all applicants.
- 2006 I served as a member of the Gender and Promotion Task Force for the Fargo Police Department. In addition to serving on this board, I served as the Primary Investigator of the research project related to gender and promotion issues within the Fargo Police Department. The findings of my study resulted in a change in policy and process of the promotion process in the Fargo Police Department.
- 2005-2006 An appointed member of the Search Committee (by Mayor Furness) to hire a new Police Chief for the Fargo Police Department
- 2005-2007 Board member representing North Dakota for the Upper Midwest Community Policing Institute (supported by the US Department of Justice's Community Oriented Policing Services (COPS) program).

2005-2007 Member of the advisory board for the Center for Public Accountability. This research center will be supported by the US Department of Justice's Community Oriented Policing Services (COPS) program.

AWARDS

- 2013 Chamber of Commerce NDSU Distinguished Faculty Service Award – Fargo Chamber of Commerce and North Dakota State University.
- 2013 Outstanding Reviewer Award for 2013 - Policing: An International Journal of Police Strategies and Management.
- 2011 Outstanding Research/Creative Activity Award - College of Arts, Humanities and Social Sciences – North Dakota State University
- 2009 Outstanding Reviewer Award for 2009 - *Policing: An International Journal of Police Strategies and Management*.
- 2006 Outstanding Paper at the Emerald Literati Network Awards for Excellence, (Carol A. Archbold. “Managing the bottom line: Risk management in policing.” *Policing*, 28, 1: 30-48)
- 2003 Highly Commended Paper Award at the Emerald Literati Network Awards for Excellence, (Ni He, Jihong Zhao, and Carol A. Archbold. “Gender and police stress: The convergent and divergent impact of work environment, work-family conflict, and stress coping mechanisms for female and male police officers.” *Policing*, 25, 4: 687-708)

MEMBERSHIPS IN ACADEMIC AND PROFESSIONAL ORGANIZATIONS

Alpha Kappa Delta Honor Society (Vice President 1996-1997; Lifetime member)
Midwest Criminal Justice Association
Academy of Criminal Justice Sciences
American Society of Criminologists

PROFESSIONAL REFERENCES

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