MUNICIPAL & STATE POLICY

PUT STAFFING AND FATIGUE ON THE AGENDA

A practical starting point for elected officials, departments and employee associations.

Why this is an officer-wellness issue. When departments cannot fill patrol positions, existing officers may shoulder more calls, overtime and unpredictable schedules. That can leave less time for recovery and proactive community work. Staffing levels differ by agency, so national findings should prompt questions about local conditions.

WHAT THE EVIDENCE SHOWS

64,200 — **SWORN VACANCIES**

The Bureau of Justice Statistics estimated this many vacant full-time sworn positions at state and local agencies in 2020 (report released March 2026).

1.4% — **STAFFING GAIN**

Agencies in the Police Executive Research Forum survey gained 1.4% sworn staffing during 2025, but remained below early-2020 staffing.

91% — **HIGHER ODDS**

Officers working four or more 11+ hour shifts weekly had 91% higher adjusted odds of emotional exhaustion than those working none.

37% — **HIGHER ODDS**

Officers reporting mandatory overtime had 37% higher adjusted odds of emotional exhaustion in the same 2019 study of 3,140 officers.

Read the numbers correctly: The vacancy count describes 2020, the staffing gain describes survey respondents, and the burnout figures are associations from an observational study—not proof that scheduling caused exhaustion.

ACTIONS A CITY OR STATE CAN TAKE

- Require a staffing dashboard. Publish filled versus authorized positions, vacancies, patrol coverage, overtime totals and turnover at least quarterly.
- Commission a scheduling review. Examine long shifts, compulsory overtime, consecutive duty days and recovery intervals. Include officers, supervisors, occupational-health expertise and bargaining representatives.
- Pilot improvements and measure them. Evaluate schedule predictability, employee fatigue reporting, retention, overtime spending and service outcomes after 6 and 12 months.
- Use the right legal pathway. Cities can act through budgets and department policy; state lawmakers can pursue studies, model standards or incentives. Review applicable labor agreements and law.

Texas note: Where applicable, Local Government Code Chapters 142 and 174 may affect police employment negotiations; consult counsel before drafting mandates.

First request: Ask the chief and city manager for a public 12-month audit of patrol vacancies, mandatory overtime and shift length.

Sources: BJS, Hiring and Retention of State and Local Law Enforcement Officers, 2020 (Mar. 2026); PERF staffing survey (May 23, 2026); Peterson et al., BMJ Open 9:e030302 (2019).