



Safe Inside

Workforce Trends in State Departments of Corrections

A 50-State Analysis



In partnership with
Correctional Leaders Association

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FOREWORD

For most of my adulthood, corrections was my life.

At age 20, I was working at a county jail in Pennsylvania while taking college classes, until I quit school to focus full time on being a corrections officer. Thirty-two years later, in 2021, I retired as the secretary of corrections for the Commonwealth. I served in that position for nearly 11 years, first appointed by a Republican Governor and then reappointed by his successor, a Democrat.

If you haven't worked in a prison or jail, it may be hard to understand what makes a career in corrections so rewarding. For those of us who have done it, the answer is obvious: the people.

My colleagues and I protected the public, looked out for each other, and cared for people, young and old, whose safe and successful reentry to the community had huge stakes for their neighbors and loved ones. Sharing this bond day in and day out — standing, walking, or running, sometimes laughing or crying, but always talking — makes you cherish humanity. You experience the monotony and highs and lows of life in a way that's hard to relate to unless you've really done time in a prison or jail.

Although I no longer work for a department of corrections, I still spend much of my time both in corrections facilities and with people impacted by the corrections system. What I see and hear saddens me.

Frontline staff, their supervisors, and incarcerated people, no matter the state or the county, are suffering in a way I never experienced or witnessed when I was in the job. New recruits and old timers alike are quitting at rates that would have been shocking 10 years ago. Sometimes they are lured by better compensation or retirement packages; just as often, they take jobs that pay less or have worse benefits. The staff who are left behind and the people in their custody are angry. I don't think the public understands how urgent the situation is.

This report is an unprecedented examination of workforce trends in state departments of corrections — and what those mean for the health

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and safety of people working and living in state prisons. I am very grateful to the Correctional Leaders Association for guiding and informing the process as this report was developed. We appreciate their partnership. We are also grateful to the U.S. Department of Justice's Bureau of Justice Assistance, which funded this report. Without them and the crucial support they provided, this initiative would not have been possible. Thanks also to Arnold Ventures for the valuable assistance they provided.

The level of detail in this report might seem overwhelming. Don't let it numb you to just how many millions of lives are at stake.

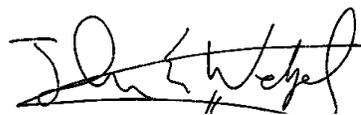
For corrections administrators whose reflex when reviewing new information that reflects negatively on them is to defend the profession, I remind them of the many times in the past when elected officials, advocates, and lawyers have found fault in how we run state prisons. In those situations, our field made its greatest strides when we engaged our critics, analyzed our data, and brought sunlight into our system. Doing this requires transparency and candor — values, especially in corrections, that unfortunately are often punished instead of rewarded.

This is why vulnerable leadership is essential.

I watched my mentors in corrections demonstrate what that looks like, and I did my best to emulate them when it was my turn. I'm not in that seat anymore, though. I acknowledge that the complexity of what our field faces today is nothing like what we've navigated in the past.

Here's why I am hopeful. I know corrections administrators who work out of the department's central office today, but whose careers, like mine, started in a corrections facility. They feel the pain and fear that people working and living behind the walls are experiencing. Our connection to these people on the front lines is deep. Our commitment to them is unshakeable. We are willing to be straight with elected officials and the public when we cannot ensure the health and safety of people in our care. We understand we can't fix this situation by ourselves, and we are determined to do everything we can to get the help we need from elected officials and the broader public.

We will not rest until everyone is safe inside.



John Wetzel

*Secretary, Pennsylvania Department of Corrections (Retired)
Past President, Correctional Leaders Association*

EXECUTIVE SUMMARY

Safe Inside is a national initiative focused on making prisons safer and healthier places to work and live, which depends in large part on improving staff recruitment and retention.

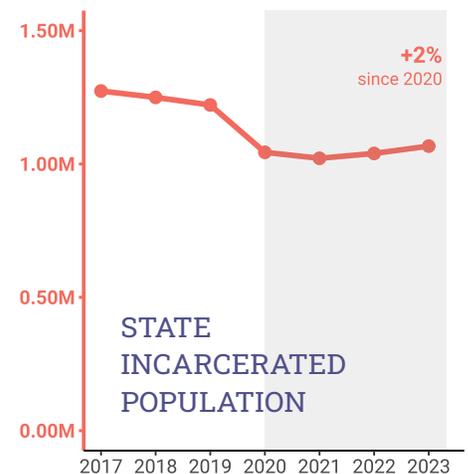
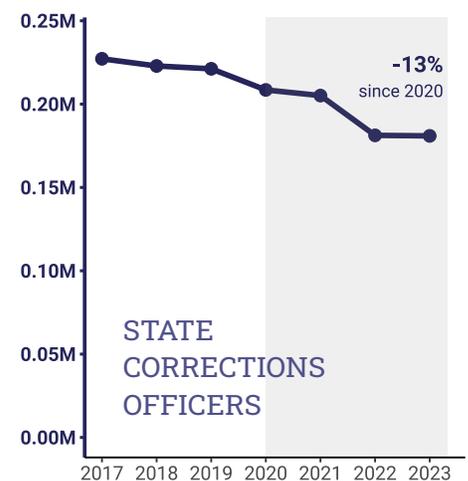
This report provides an unprecedented examination of workforce trends in state corrections departments.

What distinguishes this report from other analyses of the corrections workforce is its exhaustive review of publicly available data from all 50 states. It also integrates this 50-state analysis with federal data and insights from hundreds of interviews with corrections administrators, frontline staff, and incarcerated people. The findings show that while each state department of corrections (and even each prison) faces unique challenges, many share common trends – regardless of geographic region, prison population size, incarceration rate, or the role of unions.

The corrections workforce in the U.S. is under considerable stress.

State corrections leaders routinely cite workforce challenges – including understaffing, excessive overtime, and low morale – as their number one challenge.

Nationally, the number of state corrections officers has declined significantly, while the number of incarcerated people has recently begun increasing.



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Meanwhile, the demands on officers have multiplied. Unlike 30 years ago, when there were far more officers per incarcerated person, corrections officers today are expected to support reentry programs, comply with growing reporting requirements, serve an incarcerated population that is aging and has complex health and behavioral health needs, and reduce reliance on restrictive housing such as administrative segregation and solitary confinement. These combined pressures are creating unsustainable workloads.

Filling vacant positions and providing relief to overburdened staff are difficulties familiar to state leaders everywhere, who are competing with the private sector for a shrinking labor pool. But the combination of pressures on the corrections workforce is uniquely challenging:

Prisons are often located where few people (especially young people) are looking for jobs.

The majority of prisons in the U.S. are in rural areas.

The job can be dangerous.

Corrections officers experience the highest rate of nonfatal workplace violence – more than 18 times the national average and nearly double that of police officers.

Hours are long and unpredictable.

The overtime required of corrections officers can include double shifts and extended stretches without days off – leading to fatigue, safety risks, and burnout.

Corrections department salaries lag salaries of other public safety agencies.

In all but two states, corrections officers earn considerably less than police – on average, \$21,000 less per year nationwide.

Turnover is high.

In most states, the rates at which corrections officers leave their jobs exceed turnover rates of sister agencies.

One in five state employees work for the department of corrections.

EXECUTIVE SUMMARY

The workforce challenges state departments of corrections are navigating have high stakes.

When hospitals, schools, or air traffic control centers are significantly understaffed, the public is likely to feel the impact. Prison staffing shortages, however, often go unnoticed. This report highlights new findings that underscore why workforce challenges in corrections have such far-reaching consequences:

Among all state government job categories, corrections officers are the largest group of employees.

New analyses conducted for this report found that, on average, approximately one in five state employees work for the department of corrections.

Corrections agencies drive overtime spending.

State corrections departments spend billions annually on overtime; these agencies are responsible for 40 percent of state governments' total overtime costs. Across a diverse group of states, department of corrections overtime spending doubled on average over the past five years, with some states spending more than four times what they did five years ago.

The health and safety of staff and incarcerated people are at risk.

Departments of corrections employ more than 200,000 officers, and there are more than one million incarcerated people in state prisons on a given day. An analysis of data across a diverse cross-section of states with publicly available data found that the rate of deaths in custody was 47 percent higher in 2024 than it was in 2019. Violence in prisons has also risen sharply: assaults on staff surged 77 percent, and assaults on incarcerated people increased 54 percent over the same time period.

The ripple effects of prison understaffing reach families and communities.

Millions of people have a loved one working or incarcerated in a state prison. How they return home, whether from a shift or a sentence, affects everyone's well-being.

Department of corrections overtime spending doubled on average over the past five years, with some states spending more than four times what they did five years ago.

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Across the U.S., states are taking steps to improve recruitment and retention.

To improve recruitment and retention, corrections leaders are pursuing various approaches, including the following:

Raising compensation.

Most states have increased officer pay, resulting in a 33 percent rise in average salaries from 2017 to 2024.

Launching strategic recruitment efforts.

Departments are moving beyond traditional job ads, using social media, targeted media campaigns, and dedicated recruitment teams to increase interest.

Adjusting hiring standards.

Some states are lowering minimum age and education requirements or modifying pre-employment tests to broaden the applicant pool.

Offering new perks and wellness support.

Incentives like tuition reimbursement, mental health services, and enhanced employee assistance programs aim to boost retention and staff morale.

Some states have made significant improvements to their vacancy rates, but progress is fragile.

Several states have cut their vacancy rates in half in recent years. However, other cases serve as cautionary examples: initial gains were followed by setbacks, with vacancy rates rising again within a year or two.

Violence in prisons has risen sharply:

Assaults on staff surged 77 percent.

Assaults on incarcerated people increased 54 percent.

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When departments of corrections invested significantly in collecting and analyzing data to guide recruitment and retention, the path forward came into sharper focus.

Several states have shown through extensive analyses that, while they have succeeded in hiring large numbers of staff, most new hires left shortly after starting. This insight has helped focus leadership attention on improving retention rates. For example, the Texas Department of Criminal Justice found that extending average officer tenure by just four months would have the same impact as hiring hundreds of new officers.

Durable improvements in retention will depend on whether people feel healthy and safe on the job — and whether frontline staff find purpose in their work, sense empathetic leadership, and have work-life balance. Increased retention also requires recruitment strategies that attract people aligned with these values, rather than reinforcing outdated norms that drive many away.

Even with better recruitment and retention, most corrections systems are unlikely to return to staffing levels seen 20 years ago. State leaders, alongside advocates for incarcerated people and frontline staff, must find ways to manage facilities with current staffing levels while still creating safe, supportive environments for both staff and incarcerated people. Doing so may require revisiting who is incarcerated, rethinking how facilities have traditionally operated, and piloting innovative uses of technology.

Conclusion

Workforce challenges have taken a toll on corrections officers, who take immense pride in protecting the public, supporting their colleagues, and helping incarcerated people prepare to return to their communities. Incarcerated people are acutely aware of how understaffed facilities create unsafe, unhealthy living conditions and undermine access to programs and contact with loved ones. Advocates for frontline staff and incarcerated people, as well as corrections leaders, are working hard to draw attention to these issues and advance efforts that improve the health and safety of people working and living behind the walls. This report equips these constituencies with new data points demonstrating the urgency of their cause and with insights that help illuminate their path forward.

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Additional support for this effort has been provided by Arnold Ventures and is conducted in partnership with the Correctional Leaders Association.

INTRODUCTION

Background

This report presents findings from an unprecedented 50-state analysis of workforce trends in state departments of corrections.

Across the country, corrections agencies — including county jails, the federal Bureau of Prisons, and community supervision departments — are struggling with staffing shortages that reach every corner of their operations, from security, health care, and education to maintenance and support services.

This report focuses specifically on corrections officers working in state prisons. Drawing on extensive quantitative and qualitative data, it examines how trends in this workforce carry far-reaching consequences. The health and safety of officers and the health and safety of incarcerated people are inextricably linked. How states respond to workforce challenges in their prisons will shape not only conditions inside but also broader impacts for public safety and state budgets.

Public safety is a core responsibility of state government, and the public — especially survivors of crime — expect safe, well-run prisons as part of that duty. Fulfilling this responsibility depends on corrections officers. Their top priority is keeping the community, incarcerated people, and each other safe. These officers walk some of the toughest beats unarmed, vastly outnumbered, and often alone. Maintaining order in a prison hinges on an officer's attention to detail, art of persuasion, compassion, and quick wits. Solving problems day to day must be accomplished with the resources available inside the walls of the prison — a mindset that contrasts with other law enforcement agencies, which are accustomed to calling in sister agencies for backup.

How states respond to workforce challenges in their prisons will shape not only conditions inside corrections facilities but also broader outcomes for public safety and state budgets.

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Corrections officers make it possible for substance use counselors, mental health providers, teachers, mentors, clergy, families, and other members of the community to connect with incarcerated people. The delivery of effective services that prepare people for reentry depends on their work. And officers report that seeing incarcerated people return safely and successfully to the community is the most rewarding aspect of their public service.

For most people, however, state prisons remain out of sight. What happens behind prison walls rarely enters public view — until a high-profile incident such as an escape, serious injury, or death draws attention. As a result, few realize how many lives are touched daily by what happens inside. Nearly 200,000 corrections officers work in state prisons nationwide, alongside more than one million incarcerated individuals.^{1,2} Beyond those inside, millions of family members of both corrections staff and incarcerated people hope each day for their loved ones' safety. Together, they know what many do not: **state departments of corrections are facing serious workforce challenges that demand urgent attention.**

In a 2023 survey, almost all state department of corrections (DOC) directors identified workforce issues as their top concern (see Figure 1). In fact, one in five felt that their department's situation had become so dire that they either had engaged or were seriously considering engaging the National Guard to supplement staffing.³

Figure 1



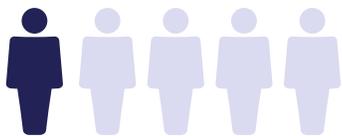
Source: Correctional Leaders Association survey, 2023

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Corrections leaders know that adequate staffing is essential to fulfilling the core elements of their mission: protecting the community through secure prison operations and preparing incarcerated people for their successful return home. In 2023, more than 408,000 people across the U.S. were released from state custody and back to communities.⁴ Sufficient staffing ensures that incarcerated people can access education, job training, and treatment for mental health needs and addiction — supports that make successful reentry and safer communities possible.

States also have a duty to safeguard the health and well-being of their employees. Corrections officers make up the largest single occupational group in the state government workforce.⁵ Information gathered for this report indicates that, on average, nearly one in five state employees work for the department of corrections (see Figure 2).⁶ In many states, the department of corrections is among the largest agencies, often second only to health and human services.

Figure 2



NEARLY 1/5 STATE EMPLOYEES WORK FOR THE DOC

Source: Safe Inside analysis of 33 states with available data

Understaffing also drives up costs. To maintain operations, departments rely heavily on overtime — an expensive strategy. In the 23 states with available data collected for this report, overtime costs exceeded \$2 billion in fiscal year (FY) 2024 alone.⁷

Purpose

In states where staffing shortages are most acute, elected officials are generally aware of this problem. But policymakers, as well as advocates for staff and incarcerated people, often lack national context to understand if other states are facing similar challenges. This situation contrasts starkly with workforce issues in other sectors. The public regularly interacts with health care, public education, and law enforcement — and quickly notices when they are understaffed. National task forces bringing together frontline staff, administrators, elected officials, and advocates have been convened to address workforce challenges in professions

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such as nursing, teaching, and law enforcement. These groups have produced comprehensive reports on staffing shortages, supported by consistent data collection that allows progress to be tracked over time.^{8,9,10}

This report is a first step toward closing the gap regarding what is known about the corrections workforce versus other essential workers in the public sector. It is designed for a broad audience: elected officials and staff who oversee and fund state departments of corrections, corrections administrators, researchers, advocates, and journalists. Other organizations, noted in the sidebar, have also highlighted the challenges with corrections staffing and contributed important resources and voices to this topic. What is different about this report is its exhaustive analysis of publicly available data from 50 states.

Reading this report provides unprecedented insight into the following:

- The key factors driving staffing shortages in state prisons
- Trends in overtime use and institutional violence
- How staff turnover and use of overtime in a state department of corrections compare to other agencies in that same state
- States' progress in maintaining adequate staffing levels
- State efforts to collect, analyze, and publicly share data on workforce and health and safety trends
- The extent to which these workforce challenges vary across states
- Resources available and under development that can make prisons healthier and safer places to work and live

Other Resources Available on Corrections Workforce Trends

The Marshall Project's "[How to Investigate Prison Staffing Trends in Your State](#)" provides useful information on using federal data to generate state insights.

[Safer Prisons, Safer Communities](#) joins voices for incarcerated people and corrections staff regarding prison conditions.

Chicago Beyond's "[Holistic Safety in Action](#)" offers solutions-focused workshops to support improved health and safety in carceral systems.

Methodology

This report draws on a combination of quantitative and qualitative data. Quantitative data were obtained from federal and state government agencies.

However, the federal data — including those produced by the U.S. Census Bureau, Bureau of Labor Statistics, and Bureau of Justice Statistics — have significant limitations when it comes to the state corrections workforce. Existing datasets rarely distinguish among local, state, and federal facilities and often cannot be disaggregated by state, occupation, tenure, or demographic characteristics. They are also typically delayed by one to two years and rely heavily on voluntary surveys, which have experienced declining response rates over the past decade. To fill these gaps, analysts often use imputation (replacing missing values with estimates) to model national trends, but this approach reduces accuracy at the state level. While such sources help illustrate broad patterns, they lack the granularity needed to guide state-specific policy solutions.

Although the Bureau of Justice Statistics provides a wealth of information on corrections populations nationwide, it offers little insight into the workforce itself or into health and safety conditions within state prisons.

These data gaps reinforce a core goal of Safe Inside — building tools and standards that help state DOCs measure and share information on staffing, health, and safety with greater accuracy, consistency, and transparency.

To address these shortcomings, the authors of this report compiled and analyzed available data from multiple sources on a state-by-state basis, drawing on information published on state websites as well as records obtained through public information requests for selected metrics.

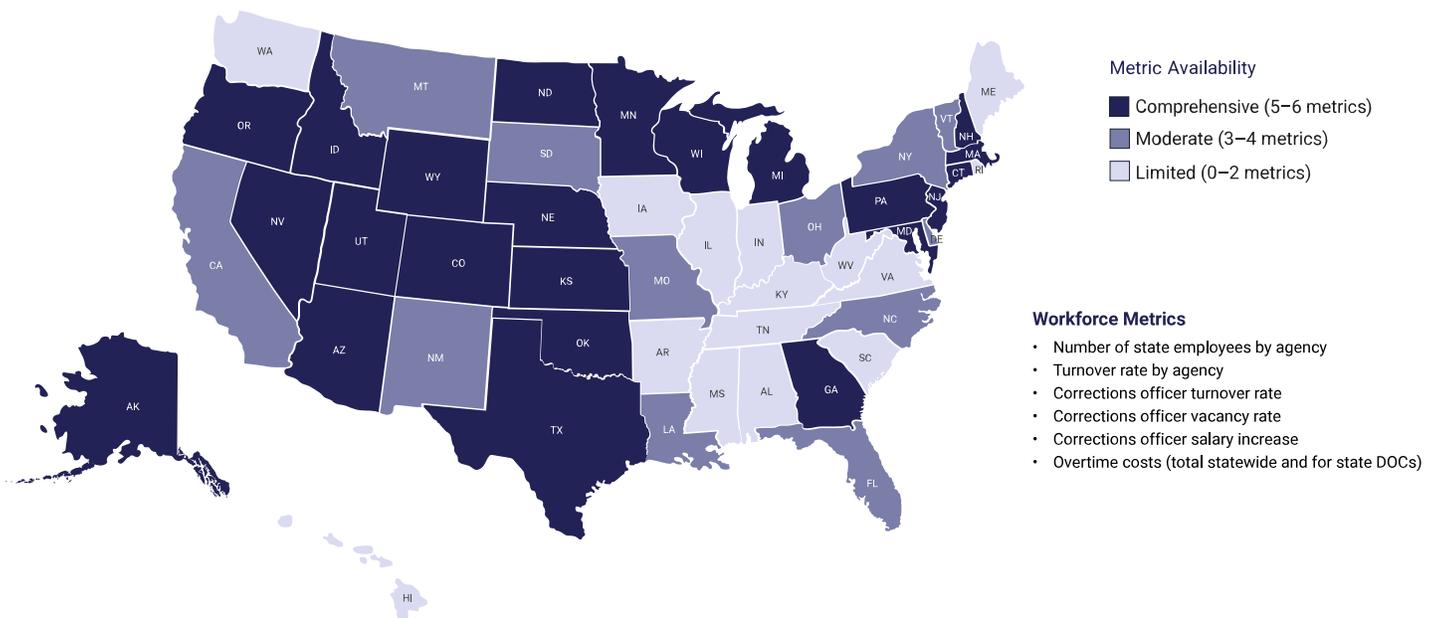
What is different about this report is its exhaustive analysis of publicly available data from 50 states.

Workforce metrics

To measure trends in state corrections workforces – and to assess how these trends compare to other agencies in the same state – this report examines six key metrics, including turnover rates, vacancy rates, and compensation. Where these data are maintained within state government, and the extent to which they are made publicly available, varies significantly from one state to another. As shown in Figure 3 below, sufficient data were collected for all six metrics in just over half of all states. Profiles of these 28 states are provided in Appendix A.

Figure 3

AVAILABILITY OF STATE CORRECTIONS WORKFORCE METRICS



Source: Safe Inside

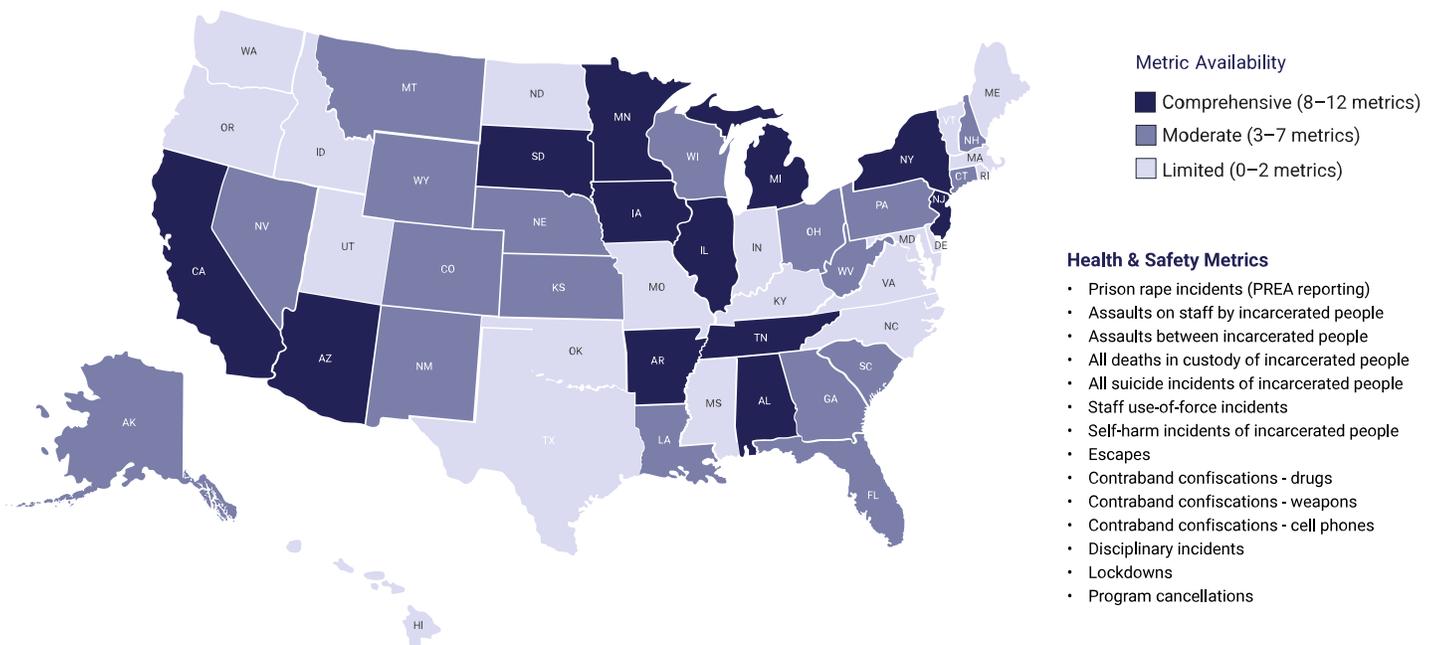
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Health and safety metrics

To measure trends related to the health and safety of people who work and live in state prisons, this report focused on 14 metrics, including incidents of violence and contraband, program cancellations, and lockdowns (see Figure 4). Only one of these 14 metrics – prison rape – is reported consistently across all states and years.¹¹ About half of state departments of corrections make information publicly available on assaults, deaths, and escapes, while far fewer report data on suicides, program cancellations, or lockdowns. Because many states did not report the same data consistently across the 2019–2024 period, it was not possible to develop meaningful trend analyses for most metrics. As a result, this report highlights only selected indicators of violence. Appendix B provides additional information on the survey results and the data that could be gathered for each metric.

Figure 4

AVAILABILITY OF STATE CORRECTIONS HEALTH AND SAFETY METRICS



Source: Safe Inside

Site visits and interviews

In addition to publicly available quantitative data, the authors and advisors conducted hundreds of meetings and interviews across the U.S. with state corrections directors, their leadership teams, administrators of individual institutions, shift commanders, frontline staff, advocates for survivors of crime, union leaders, formerly incarcerated people, and community-based advocates. Some of these meetings and interviews took place inside state prisons.

Data gaps and limitations

The data assembled for this report make it possible to assess and understand state-level and national trends in the corrections workforce in ways that were previously impossible. However, weaknesses in the available data limit the types of findings that can be drawn.

In particular, readers of this report should note that the available data do **not** allow for the following:

Determining how each of the 50 states is performing

Data are not publicly available for every state, so findings are often based on a subset of states with available data for the specific metric and time period being evaluated.

Measuring differences between states

States vary widely in how they calculate key indicators such as vacancy and turnover rates, or how they report compensation for corrections officers — making “apples-to-apples” comparisons across states impossible. For this reason, the report emphasizes comparisons of corrections workforce data (such as turnover rates and overtime usage) to other state agencies within the same state. In some cases, the authors made careful decisions to aggregate data across states — such as averaging overtime expenditures for a given fiscal year or calculating median trends — when underlying data appeared reasonably comparable across a subset of states. These aggregations were used selectively and with caution to illuminate broad national patterns while avoiding misleading direct comparisons.

The data in this report should be used only to understand trends and illustrate shared challenges across states.

The available information is not granular enough to diagnose conditions at individual facilities, nor consistent enough to support comprehensive comparisons between states.

Assessing the degree to which systems are adequately staffed

As this report documents, many state corrections departments operate with fewer staff than needed to run prisons safely and effectively, with serious implications for health, safety, and overall stability. Understaffing is undeniably widespread.

Assessing the degree of understaffing, however, is more difficult. As described in more detail later in this report, vacancy rates – one of the few consistent measures available – offer useful trend data but are imperfect indicators of whether a department of corrections has a sufficient number of corrections officers. Even less useful is a commonly used metric that is intentionally not presented in this report: the ratio of staff to incarcerated people. This figure overlooks essential variables such as institutional design, mission, and population needs, all of which significantly influence how much staffing a specific prison facility or system requires.

Analyzing thoroughly the impact that understaffed facilities have on the incarcerated population

Data used for this project provided some insight into levels of violence to which staff and incarcerated people are exposed. The data available were not sufficient, however, to measure how people's access to programs, time out of their cell, or health services changed as vacancy rates among corrections officers increased or decreased in individual states.

For these reasons, the data in this report should be used only to understand trends and illustrate shared challenges across states. The available information is not granular enough to diagnose conditions at individual facilities, nor consistent enough to support comprehensive comparisons between states. In addition, insufficient data existed to derive quantitative findings about the relationship between vacancy rates and the access incarcerated people have to programs and services that prepare them for reentry.

Various converging trends are putting the corrections workforce under significant strain.

The U.S. has a persistent, widespread worker shortage.

The overall U.S. labor force participation rate has been declining for more than 20 years, falling 5 percent since 2005 (see Figure 5). As of July 2025, there were more open jobs in the U.S. than available workers.¹² Industries like manufacturing, construction, and trucking are all struggling to attract and retain workers, forcing employers to rethink pay, scheduling, and workplace conditions to stay competitive.^{13,14,15} These pressures make it even harder for state departments of corrections to recruit, as the same pool of potential employees has increasingly attractive alternatives outside public service.

Figure 5



Source: Bureau of Labor Statistics

Why Staffing Is Harder in Rural Prisons

ECONOMIC TRANSITION

With a **17%** decline in agricultural employment and **80%+** of high-skill job growth occurring in metro areas (2000–2021), the labor pool has shifted away from rural communities.

OLDER POPULATION

20% of rural residents are age 65+ (vs. 14% in urban areas), further reducing the available workforce.

LACK OF INFRASTRUCTURE

Limited childcare and transportation options make it harder for potential workers to take and keep jobs.

Sources: Federal Reserve and U.S. Department of Agriculture (2024)

Corrections departments have historically struggled to compete with other public safety employers, including state, local, and federal law enforcement (see Figure 15 later in this report). They also face competition from other corrections systems, such as city, county, or federal jails and prisons operating in the same regions – many of which offer higher pay than the states.^{16,17}

Compounding matters, many state prisons are located in rural areas where changes in the economy, the aging of the resident population, and gaps in infrastructure mean even fewer people locally are looking for jobs.^{18,19,20}

Working conditions in corrections facilities are challenging.

Corrections officers experience the highest rate of nonfatal workplace violence of any occupational group, as shown in Figure 6. Between 2015 and 2019, they suffered 149 violent incidents per 1,000 workers annually – more than 18 times the national average rate for all workers (8 per 1,000 workers) and almost double the rate of violence that police officers experience.²¹ A study of more than 1,800 corrections officers across 45 prisons in Kentucky and Ohio found that officers who had experienced or been threatened with violence reported more workplace stress, and officers’ perceptions of safety strongly impacted their level of stress.²²

Figure 6



Source: Bureau of Justice Statistics, 2022

Beyond the risk of violence, corrections officers face other intense occupational stressors. Facilities are often loud, hot, and physically taxing places to work, especially when wearing protective gear such as stab-resistant vests. Opportunities to step outside the secure area for breaks are limited, and officers cannot carry cellphones to connect with loved ones for support during their shifts. Corrections officers also routinely witness critical incidents: self-harm attempts or deaths by suicide, assaults between incarcerated people, medical emergencies, and other security events that can have significant and lasting psychological effects. A recent study of corrections officers in the Minnesota prison system found a relationship between accumulated critical incident exposure and mental health symptoms related to post-traumatic stress disorder, depression, and anxiety becoming more pronounced.²³

Research regarding the impact these and other factors have on corrections officers' life expectancy is limited. What has been published on this question usually dates to a 1984 study.²⁴ Because that research is outdated and relies on methodology that does not effectively compare data across different categories of people, it should not be used to highlight lifespans of corrections officers. More research is needed to examine how working conditions affect the health and longevity of corrections officers.

Corrections officers routinely witness critical incidents that can have significant and lasting psychological effects.

Who is a typical corrections officer?

Many assume corrections officers are overwhelmingly White men, but nationally the workforce is more diverse. This employee makeup has important implications for recruiting and retention strategies.²⁵

32.5%

Women

66.8%

White

27.1%

Black/African American

15.8%

Hispanic/Latino (can be any race)

1.8%

Asian

Responsibilities and expectations of corrections officers have multiplied.

Over the past 25 years, pressure from elected officials across the political spectrum, advocates, and state and federal judges has helped propel major changes to corrections systems. Examples of policy areas where state corrections leaders have made major changes include:

- Preparing incarcerated people for reentry to the community;
- Reducing reliance on the use of restrictive housing such as administrative segregation;
- Protecting incarcerated people from sexual assault;
- Meeting the complex health needs of an incarcerated population that is aging and has a large and growing number of people diagnosed with mental health and/or substance use disorders;
- Facilitating, when appropriate, incarcerated parents' contact with their children; and
- Providing increased access to corrections facilities by members of the community, such as clergy, mentors, educators, and other volunteers.

Corrections officers and administrators interviewed for this report acknowledged that this change in focus can make their work more meaningful. Yet they also noted that these changes have added new layers of responsibility, documentation, and compliance work on top of long-standing operational duties such as counts, searches, and perimeter supervision. Rather than replacing old tasks, the new expectations have accumulated, leaving officers with more to do and less time for direct engagement with colleagues and incarcerated people.

These overlapping demands often create mixed signals about what to prioritize – the rehabilitative work many find

Rather than replacing old tasks, the new expectations have accumulated, leaving officers with more to do and less time for direct engagement with colleagues and incarcerated people.

rewarding, the operational routines that sustain security, or the administrative requirements of policy compliance. This combination contributes to **frustration, fatigue, and a sense of role ambiguity** – all well-documented factors in job dissatisfaction and turnover among corrections officers.^{26,27}

Increased rates of retirement and high rates of turnover among new hires contribute to an unstable working environment.

Between 1970 and 2010, most state departments of corrections built new prisons because their prison population was growing significantly, which also required hiring large numbers of new corrections officers. Of those four decades, the 1990s saw the highest number of new prisons being built: 462 in total.²⁸ Now, the officers hired during that period are approaching retirement age. Across the U.S., the average age for a corrections officer is about 40 years old.²⁹ Meanwhile, newer hires are leaving their jobs much faster than was the case just 10 years ago.

Examples

How These Trends Are Unfolding in States



TEXAS DEPARTMENT
OF CRIMINAL
JUSTICE

63%

of corrections officers have **3 years or less** experience with the department.³⁰



MONTANA
DEPARTMENT OF
CORRECTIONS

53%

of all DOC staff have a length of service of **4 years or less**.³¹



VERMONT
DEPARTMENT OF
CORRECTIONS

42%

of all DOC staff have worked **less than 5 years** at the department.³²

This churn hollows out the “middle” of the workforce: **with fewer mid-career staff to draw from, agencies are promoting officers into key frontline supervisor and middle-management roles much faster than they did in the past.** This development compromises the quality of mentoring that new staff receive and undermines the general oversight and consistency of day-to-day operations. It also makes it harder to retain both new officers and the seasoned staff they need to learn from.

This dynamic is hardly unique to corrections. Whether it can be attributed to changes in pension and health benefits offered to new employees — or is part of the larger trend among younger generations to stay in jobs for less time than their parents — is unclear. Whatever the reasons, turnover rates among new hires in state departments of corrections are extremely high, especially in comparison to other jobs in the public sector. For example, only about 7 percent of new public-school teachers (with three years or less of experience) leave the profession each year.³³

Examples High Turnover Rates



FLORIDA DEPARTMENT OF CORRECTIONS

In 2025, the secretary of the Florida Department of Corrections testified to a state budget committee that 58 percent of their corrections officers have two years or less experience on the job. He said, “That keeps me up at night ... the [incarcerated population has] much more experience.”³⁴



TEXAS DEPARTMENT OF CRIMINAL JUSTICE

Between fiscal years 2015 and 2024, the Texas Department of Criminal Justice hired 78,000 corrections officers but lost almost 82,000, averaging over 7,800 new hires per year just to keep pace with exits.³⁵



LOUISIANA DEPARTMENT OF CORRECTIONS

In 2024, corrections cadet positions at the Louisiana Department of Corrections had a turnover rate exceeding 200 percent — meaning, on average, new hires stayed less than six months on the job.³⁶



NORTH DAKOTA DEPARTMENT OF CORRECTIONS

The average tenure for a corrections officer at the North Dakota Department of Corrections and Rehabilitation dropped from 11.5 years in 2017 to just 4.3 years in 2024.³⁷



MINNESOTA DEPARTMENT OF CORRECTIONS

Nearly 25 percent of entry-level officers at the Minnesota Department of Corrections left their positions in 2023.³⁸



NEW HAMPSHIRE DEPARTMENT OF CORRECTIONS

The New Hampshire Department of Corrections hired 46 new officers in 2024, but 35 others left the same year.³⁹

Between 2019 and 2023, the number of corrections officers continued to decline, while the number of incarcerated people in state prisons began increasing.

After decades of steady growth, incarceration rates across the United States began to decline. Starting around 2007, most states saw significant reductions in their prison populations, though the timing and pace varied. In many states — including North Carolina, Pennsylvania, and Texas — populations fell enough that departments of corrections were able to close facilities.⁴⁰

The COVID-19 pandemic accelerated this downward trend, reducing both the number of incarcerated people and the number of corrections officers. From 2019 to 2021, the number of state corrections officers nationwide fell by 7.3 percent, while the number of incarcerated people declined by 16.4 percent. The pace of these declines was accelerated by pandemic-related disruptions, but they still reflected broader trends already underway.

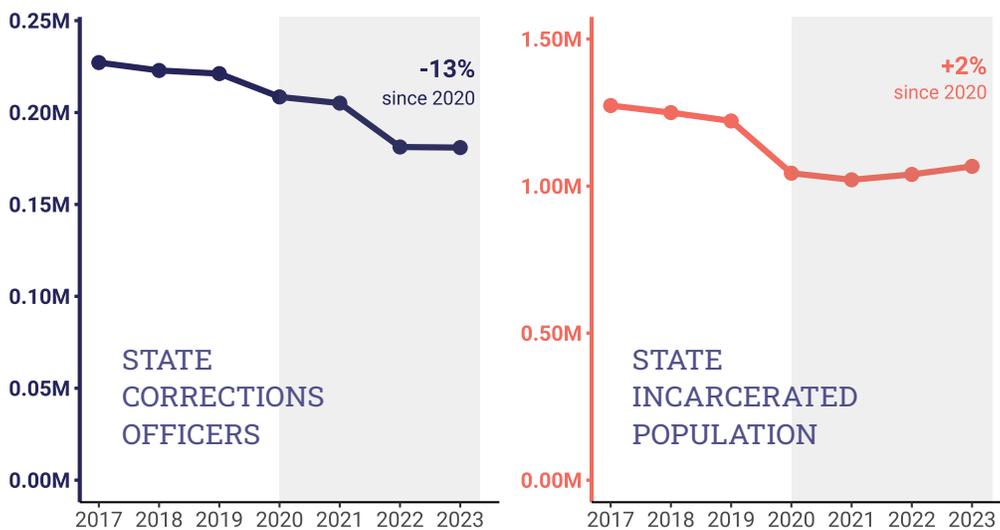
Since 2021, these trajectories have diverged. The incarcerated population in state prisons has begun to rise again, while the corrections workforce has continued to shrink. Between 2021 and 2023, the number of state corrections officers declined another 11.8 percent, even as the number of incarcerated people grew by 4.5 percent. As shown in Figure 7, the result is a widening gap between the size of the incarcerated population and the workforce charged with managing it.⁴¹ Longtime corrections administrators interviewed for this report noted that the rapid turnover and upheaval of recent years have left many agencies without frontline staff who have firsthand experience of what a better-staffed, better-functioning pre-pandemic prison environment looked like.⁴²

The rapid turnover and upheaval of recent years have left many agencies without frontline staff who have firsthand experience of what a better-staffed, better-functioning pre-pandemic prison environment looked like.

The most recent data from the Bureau of Labor Statistics suggest a possible shift: in 2024, the number of state corrections officers increased by 1.1 percent compared to 2023. However, that modest growth is still not keeping pace with projected increases in the incarcerated population. (At the time of publication, national 2024 data on state prison populations were not yet available.)

Figure 7

INCARCERATED POPULATION INCREASES WHILE NUMBER OF CORRECTIONS OFFICERS CONTINUES TO DECLINE



Sources: Left graphic: Bureau of Labor Statistics; right graphic: Bureau of Justice Statistics

As state departments of corrections wrestle with workforce challenges, overtime spending and violence in prisons are increasing.

Many state departments of corrections report significant vacancy rates among their corrections officer positions.

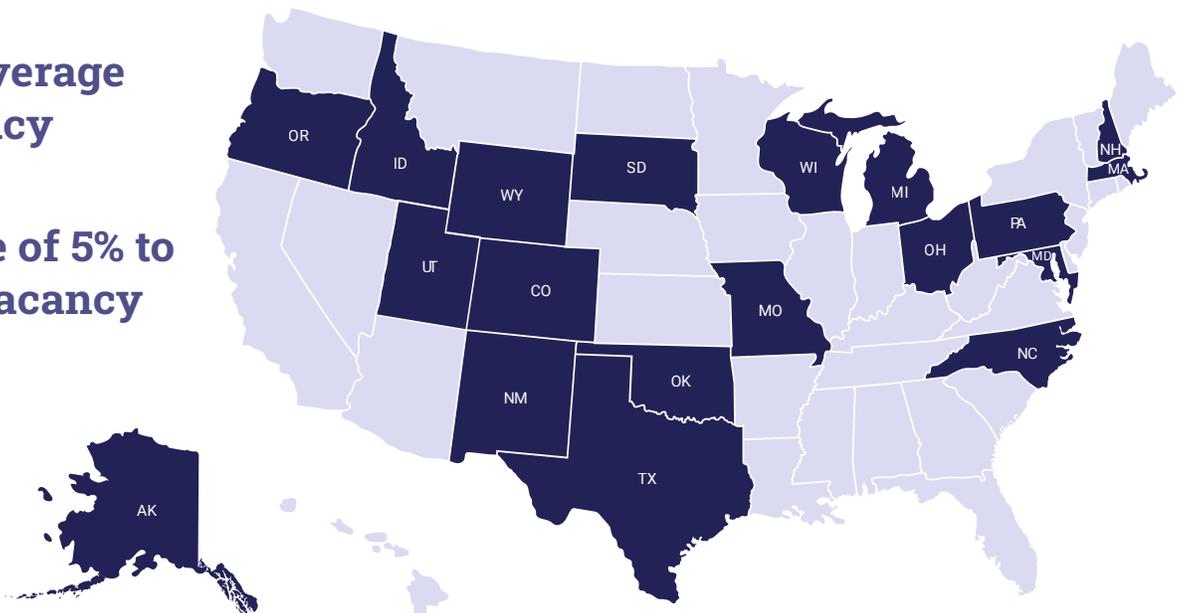
Vacancy rates among corrections officers – usually defined as the share of budgeted positions that are unfilled – reflect that many state departments of corrections are understaffed, often significantly so. The authors of this report collected a snapshot of corrections officer vacancy rates in 2025 from 19 state departments of corrections and found wide variation. The highest reported vacancy rate was 43 percent, and the lowest was 5 percent, with an average rate across the sample of 17 percent (see Figure 8).⁴³

Figure 8

VACANCY RATES ACROSS A SAMPLE OF 19 DOCS UNFILLED CORRECTIONS OFFICER POSITIONS

**17% average
vacancy**

**Range of 5% to
43% vacancy**



Vacancy rates are reported inconsistently across departments of corrections. Many states release this information only sporadically, limit it to certain positions or facilities, or do not report it at all. A few states report vacancies in more than one way, for example, as a percentage of budgeted full-time equivalents (FTEs), as a percentage of designed staffing levels, and/or as a percentage of operational staffing levels. Therefore, it is important to interpret this information with caution, as described below.

Interpreting Vacancy Rates with Caution

Measuring the extent to which a state department of corrections, or an individual state prison, is short- (or adequately) staffed is tricky. Vacancy rates are the measure most used for this purpose, but as explained below, a host of issues make this metric problematic.

WHAT'S COUNTED?

Most states compute vacancy rates using budgeted positions as the denominator – an approach that can be misleading. Budgets may rest on outdated staffing analyses or reflect negotiations with budget officials rather than true operational need. The numerator is also tricky: many departments of corrections lack an accurate count of officers actually reporting for duty, obscuring the “true” vacancy rate. Finally, the relief factor – meant to account for time off (vacation, sick leave, training, disciplinary suspension, military duty) – is often inaccurate and may miss spikes in absenteeism.

WHAT'S THE SCOPE?

Rates are often agency-wide, masking critical shortages at specific facilities or within certain job categories.

WHAT TIME FRAME?

Reported rates may reflect vacancy as of a single day or as a broader average across a specific time period – and timing matters for understanding impacts.

HOW OFTEN?

Many state departments of corrections publicly report vacancy data once per year or only when requested (during a budget process, for example). As a result, it is difficult to discern when vacancies are spiking at certain times over the course of the year.

Examples

The Impact of Corrections Officer Vacancy

Vacancy rates can mean hundreds of unfilled positions — especially in larger systems.



MICHIGAN DEPARTMENT OF CORRECTIONS

17%

vacancy rate among corrections officers, which translated to **more than 950 empty positions** in early 2025⁴⁴



OHIO DEPARTMENT OF REHABILITATION AND CORRECTIONS

8%

vacancy rate as of May 2025, which meant **513 unfilled corrections officer jobs**⁴⁵



FLORIDA DEPARTMENT OF CORRECTIONS

9%

vacancy rate as of July 2024 (department-wide), which meant the agency had **more than 2,100 unfilled positions** that year⁴⁶

Vacancy rates are often much higher in certain institutions or among certain job classes.



TEXAS DEPARTMENT OF CRIMINAL JUSTICE

An analysis of individual prisons run by the Texas Department of Criminal Justice found that, while the overall vacancy rate among corrections staff was 28 percent agency-wide, some facilities had much higher rates. **Six facilities, for example, reported more than half their positions vacant.**⁴⁷



MICHIGAN DEPARTMENT OF CORRECTIONS

The overall vacancy rate for corrections officers at the Michigan Department of Corrections was 17 percent, but **several facilities in rural areas were operating at more than 30 percent vacancy** in early 2025.⁴⁸



NEW HAMPSHIRE DEPARTMENT OF CORRECTIONS

Certain classes of employees also have higher vacancy rates. For example, the New Hampshire Department of Corrections had **48 percent vacancy among its entry-level corrections officer positions.**⁴⁹

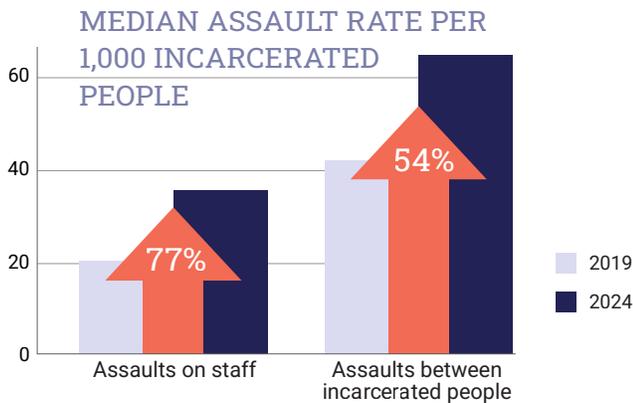
Violence in state prisons has been increasing.

As part of this project, websites for all 50 state departments of corrections were reviewed to identify publicly available indicators of health and safety. Data in this area are spotty at best (see sidebar), but the authors of this report were able to draw conclusions on two key indicators.

Eleven state departments of corrections, which given their size and location amount to a cross-section of state DOCs across the U.S., made similar types of data available publicly for 2019 to 2024. That information reflects a substantial increase in rates of assaults on staff and person-on-person assaults over this five-year timeframe.

Figure 9

SIGNIFICANT UPTICK IN RATE OF ASSAULTS ON STAFF AND BETWEEN INCARCERATED PEOPLE, 2019 AND 2024



Source: Data on assaults on staff from Safe Inside analysis of AL, AR, CA, IL, MI, MN, NJ, NY, TN, and WI; data on assaults between incarcerated people from Safe Inside analysis of AL, AR, CA, IL, MI, MN, NY, SD, and TN

What Could Not Be Analyzed and Why

Interviews with corrections administrators, officers, and incarcerated people revealed that understaffing can quickly escalate tensions and lead to worsening conditions. However, few state departments of corrections make data publicly available that would allow these dynamics to be systematically examined through consistent measurement of key factors.

STAFF USES OF FORCE

Data were publicly available for 13 departments of corrections, but the years of available data were incomplete, or definitions varied, so multi-year trends across these agencies or some subset of them could not be established.

LOCKDOWNS

Regular public reporting was found in only three departments of corrections (California, Illinois, and Tennessee), an insufficient number of states from which national trends could be extrapolated.

PROGRAM DISRUPTIONS

States often list program offerings, but do not consistently make information about interruptions publicly available, including when and why they happened and the duration of these interruptions.

CONTRABAND

Fourteen states report at least one contraband metric, but what contraband was featured in these reports (e.g., drugs, weapons, cellphones) differed among these states, as did how contraband seizures were reported (incidents vs. weight/quantity). Time periods covered in these reports also varied. Some states, for example, started or stopped reporting between 2019 and 2024.

COMPARABILITY OVER TIME

For several indicators, states changed definitions or reporting frequency, making it impossible to measure trends over time within a single state.

See Appendix B for more information on health and safety trends analyzed for this report.

Mortality trends for incarcerated people point the same way. Among 12 departments of corrections with sufficiently consistent reporting, the rate of deaths in custody was 47 percent higher in 2024 than in 2019 (a two-year comparison chosen to avoid the pandemic-era spike in deaths).

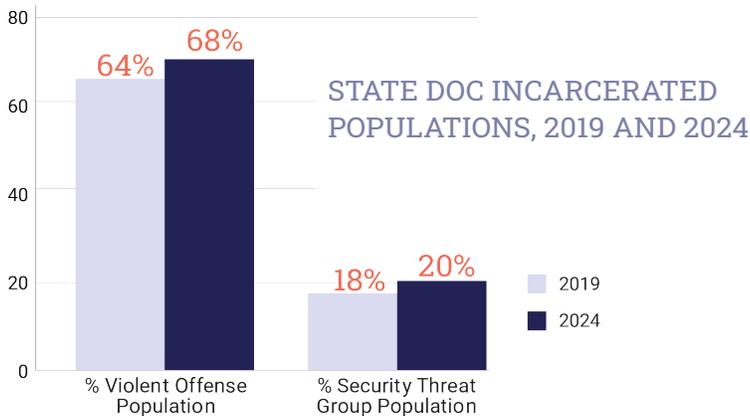
Some states report manners of death (e.g., natural, accidental, homicide, suicide), but these categories were not comparable system-wide, and homicide/suicide counts were generally too small for trend analysis.

These spikes in violence do not appear driven by a significant change in the composition of the incarcerated population. A comparison of 2019 and 2024 percentages indicates that the share of people with violent-offense histories or security-threat-group affiliations remained relatively stable (see Figure 10). Other operational factors likely contribute (e.g., staffing levels, turnover/experience mix), though interviews and stakeholder meetings did not point to a single cause.

Among a cross-section of 12 departments of corrections with sufficiently consistent reporting, the rate of deaths in custody was 47 percent higher in 2024 than in 2019.

Figure 10

POPULATION WITH VIOLENT HISTORIES RELATIVELY STABLE



Average percentage

Source: Safe Inside analysis of 10 states with available data

State departments of corrections have significantly increased spending on overtime.

Overtime expenditures across state departments of corrections have risen sharply in recent years. Among the states with complete data from 2019 and 2024, departments of corrections spent \$2.2 billion on overtime in 2024 alone, 80 percent more than the amount in 2019 (see Figure 11).⁵⁰

Figure 12 below highlights the pace of that increase, with average overtime spending across the states with available data rising by more than 100 percent since 2019 – and several states seeing jumps of nearly 200 percent or more.⁵¹

Figure 11

26 STATES SPENT A COMBINED \$2.2B ON OVERTIME IN 2024

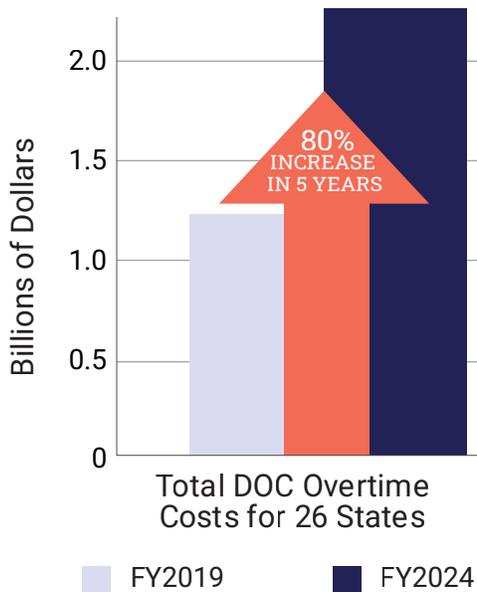
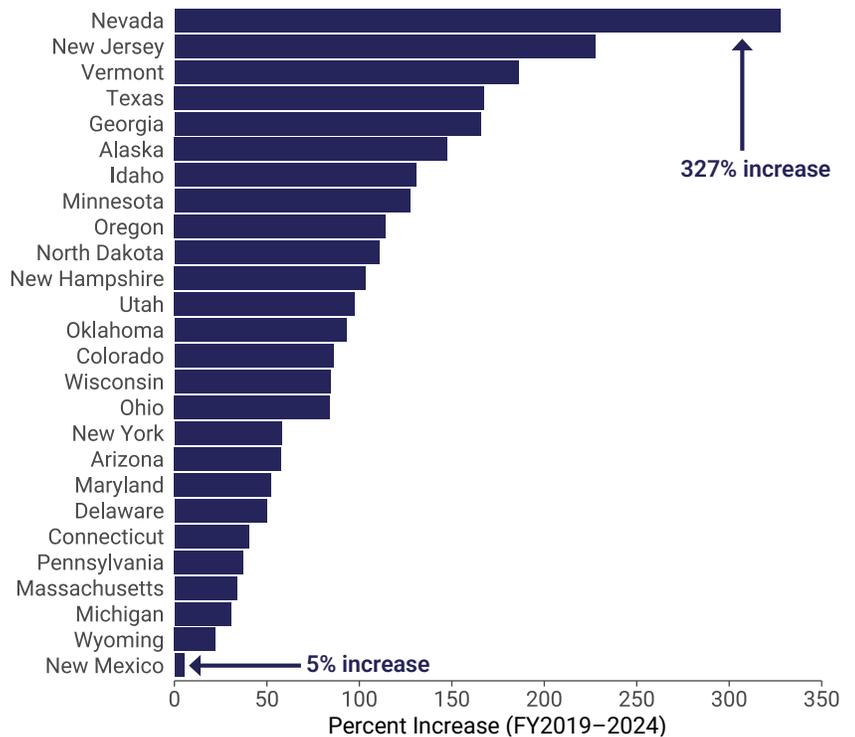


Figure 12

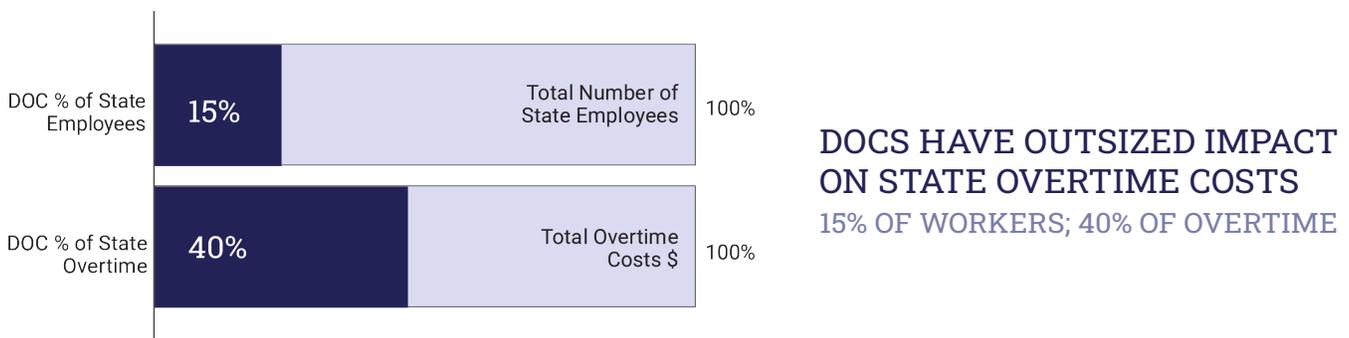
DOC OVERTIME HAS MORE THAN DOUBLED IN MANY STATES



Source: Safe Inside analysis of 26 states with available data

For state policymakers scrutinizing overtime costs, corrections is a major driver. Although corrections employees typically make up about 15 percent of a state’s workforce, they account for roughly 40 percent of state government overtime spending, as shown in Figure 13.⁵²

Figure 13



Source: Safe Inside analysis of 24 states with available data

Frequent use of overtime contributes to staff burnout AND turnover.

When facilities operate without enough staff, the impacts on the workforce are wide-ranging. Officers face heavier workloads, more frequent exposure to stressful situations, and less time to manage their core responsibilities. The multistate study of 1,800 officers cited earlier also found that stress levels were significantly higher among those who believed staffing was inadequate or who lacked sufficient time to meet job demands.⁵³

As state departments of corrections have struggled to fill vacant positions, the use of overtime has increased. Overtime has been common in state departments of corrections for decades. In many systems, it was a perk prioritized for more tenured officers, who saw it as a helpful supplement to their salaries. In recent years, however, state departments of corrections are increasingly relying on *mandatory* overtime, requiring officers to work double shifts, forego days off, and sometimes travel long distances to cover understaffed facilities.

Interviews and meetings for this project frequently highlighted the toll mandatory overtime places on corrections officers. Extreme work demands can include the equivalent of working

two full-time jobs, multiple 18-hour shifts in a row, and, in some exceptional cases, stretches of 30 consecutive days without relief. Line staff and shift commanders reported how common it was for officers to spend hours at a post unable to ask for relief so they could so much as take a bathroom break.

These work conditions increase the risk of accidents, both on the job and on commutes to and from work. Besides the grueling schedules, officers, especially new hires who had the least standing to request certain shifts, explained how frustrating it was to work a job where it was impossible to know if or when you would go home or have a day off. Some officers interviewed said their only recourse was to call in sick or simply not show up for work, which triggered a sense of guilt because it meant forcing another colleague to work more. In addition, failing to report for unscheduled or extended duty can result in disciplinary action. Corrections administrators also reported that because institutions are so understaffed, they have had to compress or eliminate in-service training programs, which makes it harder to equip staff with the tools needed to succeed on the job.

These situations are taxing – for an employee’s physical and mental health and for the well-being of their families. Research from 2019 on psychosocial and behavioral outcome variables among corrections officers found that work-related exhaustion is one of the primary drivers of occupational stress and impaired workability.⁵⁴

States have implemented a variety of strategies to improve recruitment and increase retention of corrections officers; vacancy rates have improved in some states.

Most states have increased pay.

Raising salaries has been the most common and significant response by states to address high vacancy and turnover rates. Nationwide, governors and corrections leaders have secured legislative approval for major corrections officer pay increases, driving substantial new spending in state corrections budgets. In many states, these raises came in the form of significant one-time bumps in across-the-board pay or targeted for entry-level positions, described in Table 1.⁵⁵ Not included in the table are additional signing and retention bonuses that many states have adopted in recent years.

Table 1

SIGNIFICANT RAISES FOR CORRECTIONS OFFICERS

State	Pay Increases	Time Range
INCREASES FOR ENTRY-LEVEL OFFICERS		
Idaho	45%	2020–2025
Nebraska	40%	2021
Oregon	54%	2020–2025
INCREASES FOR ALL OFFICERS		
Georgia	58%	2021–2025
Kansas	36%	2021–2024
Montana	50%	2020–2025
Nevada	32%	2021–2026
New Mexico	40%	2020–2025
Ohio	45%	2020–2025
Oklahoma	30%	2022
Texas	39%	2020–2025
Utah	52%	2020–2025
Wisconsin	46%	2020–2024

Source: Safe Inside

Nationally, these efforts have resulted in an overall 33 percent increase in average salary for state corrections officers between 2017 and 2024 (see Figure 14).⁵⁶

Figure 14



Source: Bureau of Labor Statistics

Other workforce initiatives are also common.

States are not relying only on bonuses and pay raises to accelerate hiring or to encourage existing employees to stay on the job. States are also designing and implementing a wide array of other initiatives, as illustrated in Table 2. At least some of these reflect important, and overdue, improvements to how state departments of corrections reach a younger generation of employees. In some cases, changes to hiring policies (such as lowering the minimum age of employment or eliminating certain educational requirements) could attract new talent to the corrections workforce that previously had been ineligible for the job. Shortening training academies could reduce attrition during the onboarding process. On the other hand, it is possible such changes are introducing employees to the corrections workforce who are not sufficiently prepared to succeed in the job. As a result, it remains unclear which approaches sustainably improve recruitment and retention and which may carry costs for safety, culture, or workforce health.

Table 2

EXAMPLES OF NEW APPROACHES BEING EMPLOYED TO IMPROVE RECRUITMENT AND RETENTION

Recruiting	Hiring	Other Perks
<p>Post jobs via print, online, radio, TV</p> <p>Use online job hubs, virtual fairs</p> <p>Attend job fairs and recruiting events</p> <p>Offer staff referral incentives</p> <p>Partner with labor agencies, schools (e.g., technical high schools)</p> <p>Leverage social media, texting, digital tools</p> <p>Sponsor ads on Indeed, LinkedIn</p> <p>Develop or hire recruiters</p> <p>Recruit through community networks (e.g., churches, barbershops)</p> <p>Empower individual facilities to hire directly</p>	<p>Lower minimum age requirements</p> <p>Reduce education requirements (HS/GED)</p> <p>Ease state residency rules</p> <p>Hire legal permanent residents</p> <p>Implement one-day, one-stop hiring (in person or online)</p> <p>Streamline or eliminate pre-employment testing</p> <p>Shorten career ladders for faster promotion</p> <p>Credit prior tenure in other jobs toward seniority</p> <p>Use internships as hiring pathways</p>	<p>Expand benefits</p> <p>Offer flexible scheduling (part-time, multi-site)</p> <p>Provide tuition repayment</p> <p>Expand employee assistance programs (EAP)</p> <p>Improve quality of life (relax dress code, allow cellphone use)</p> <p>Enhance employee support (psychologist, wellness apps, mentoring)</p> <p>Involve staff in decision-making</p> <p>Highlight employee achievements on social media</p> <p>Invest in ongoing professional development</p>

Examples

Workforce Initiatives: Brief Case Studies



THE NEW JERSEY DEPARTMENT OF CORRECTIONS

implemented specialized training programs around mental health and wellness, resiliency, and suicide prevention in 2023. In 2021, the department implemented a peer-to-peer mentoring and support program (4BLUENJ) in partnership with a university healthcare provider.⁵⁷



THE IDAHO DEPARTMENT OF CORRECTION

hired a clinician to work as an employee wellness coordinator and connect staff to local providers. The department also developed a wellness app that allows employees to complete individualized burnout assessments and wellness logs.⁵⁸



THE SOUTH CAROLINA DEPARTMENT OF CORRECTIONS

offers up to \$10,000 for successful recruitment referrals in critical need positions, advertises in atypical venues like gas station pumps, and created a retention team in each facility across the state.⁵⁹



THE PENNSYLVANIA DEPARTMENT OF CORRECTIONS

created a 15-member dedicated Recruitment and Retention team who travel the state to engage potential employees and respond to the needs of new hires.⁶⁰



THE WISCONSIN DEPARTMENT OF CORRECTIONS

has surveyed employees every other year since 2020 and publishes the results of the survey in interactive dashboards on its website.⁶¹



THE KANSAS DEPARTMENT OF CORRECTIONS

implemented Peer Support Teams to respond to staff needs after critical events and designated a statewide wellness manager.⁶²



THE WYOMING DEPARTMENT OF CORRECTIONS

conducts an employee satisfaction survey each year, with a participation rate of nearly 100 percent.⁶³



THE NEW HAMPSHIRE DEPARTMENT OF CORRECTIONS

operates an internship program with colleges in the state and offers a nine-week course for high school students.⁶⁴

State elected officials are paying attention.

The following examples illustrate ways in which governors, state legislators, and other state agencies have become engaged in the workforce challenges state corrections departments are experiencing.

Examples Oversight Attention in 2024 and 2025



GEORGIA

Special House and Senate committees in Georgia investigated conditions in Georgia prisons. The Senate panel recommended investing in corrections officer recruitment and retention, conducting pay studies, and increasing availability of mental health care for staff.⁶⁵



NEW YORK

Following a high-profile unsanctioned work stoppage by corrections officers in New York State, a special joint committee of the New York Senate and Assembly held a hearing to investigate conditions and staffing levels.⁶⁶



VIRGINIA

Virginia created a new corrections ombudsman and legislative oversight committee and required the corrections department to conduct an independent assessment of its staffing. The assessment found that the state's prison system is "critically and, in many cases, dangerously short-staffed."⁶⁷



TEXAS

A legislative review panel in Texas highlighted the state's difficulty in recruiting and retaining corrections officers. It recommended a phased plan to close facilities with persistent staffing challenges, along with other measures to improve corrections workforce retention and support programs.⁶⁸



INDIANA

The Indiana governor signed an executive order requiring the corrections department to establish employee turnover benchmarks, evaluate onboarding practices, and develop a comprehensive retention plan.⁶⁹

Recent reductions in vacancy rates are encouraging.

Several state departments of corrections have made progress in reducing vacancy rates. These improvements suggest that salary increases and/or additional efforts such as those summarized above may be helping move the needle in the right direction. However, because these measures are rarely evaluated in a systematic way, it is often unclear which specific changes are driving the gains or whether they can be sustained over time.

Examples

Progress in Increasing Staff Retention and Reducing Vacancies



TEXAS
DEPARTMENT OF
CRIMINAL JUSTICE

reduced corrections officer turnover from 31 percent in 2023 to 19 percent in 2024.⁷⁰



MICHIGAN
DEPARTMENT OF
CORRECTIONS

lowered staff turnover from 17 percent in 2022 to 12 percent in 2024.⁷¹



COLORADO
DEPARTMENT OF
CORRECTIONS

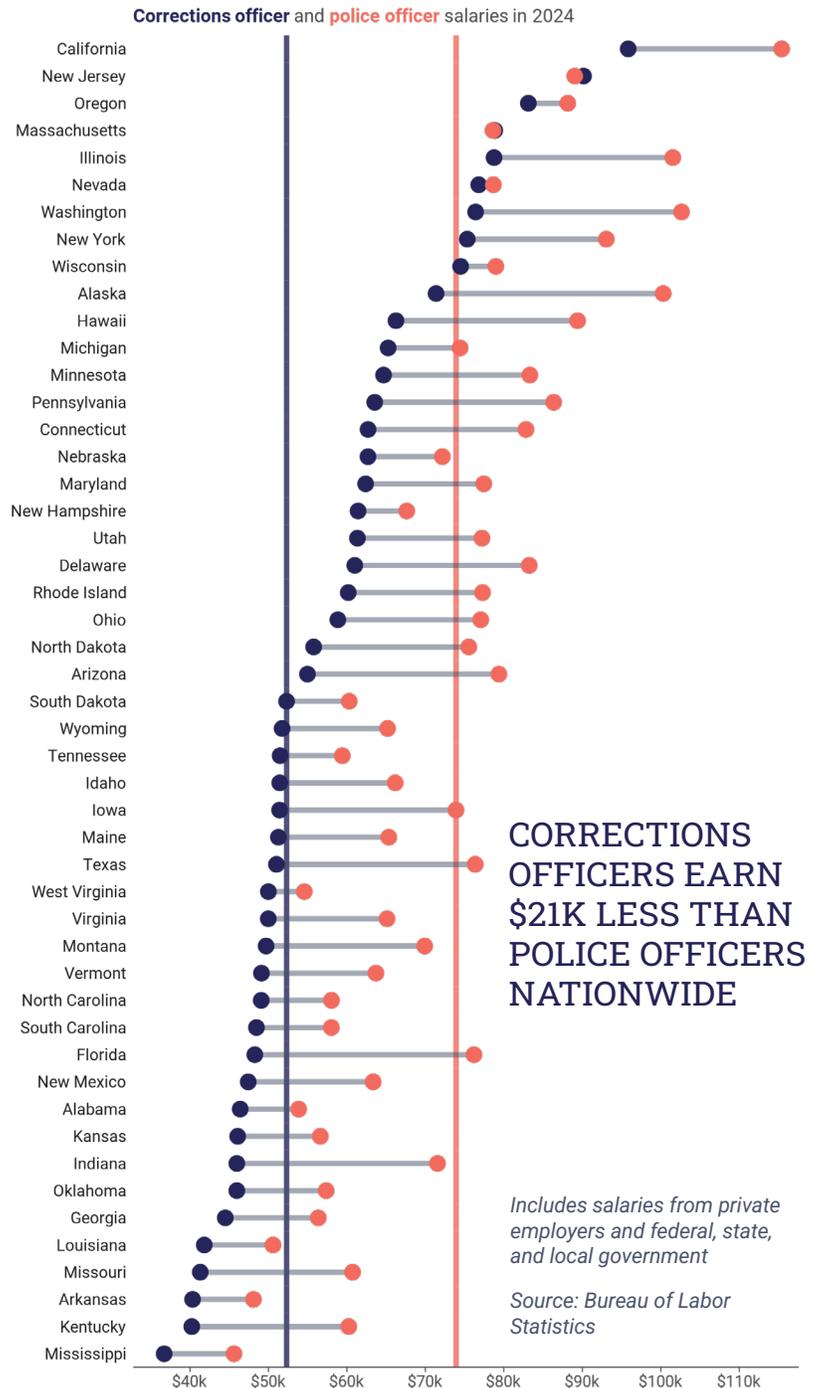
cut its staff vacancy rate from 25 percent in July 2022 to 14.5 percent by March 2025.⁷²

Improvements in recruitment and retention are fragile; sustaining progress is challenging.

Corrections officer pay lags behind other law enforcement roles.

Despite concerted pay increases across states, in 2024, corrections officers earned \$21,000 less per year, on average, than police officers nationwide (see Figure 15).

Figure 15



Improvements in recruitment and retention can be followed by some backsliding.

In some cases, initial improvements have begun to reverse – illustrating the ongoing volatility of the state corrections workforce environment. These reversals highlight the need for sustained efforts and long-term strategies to ensure staffing gains are not only achieved but maintained.

Examples

Reductions in Vacancy Rates Can Be Difficult to Sustain



VERMONT

After consistent improvement at the Vermont Department of Corrections, where vacancy rates fell from a pandemic peak of 21.5 percent to 12.9 percent in mid-2024, vacancies crept back up to nearly 15 percent by the end of that year.⁷³



NEBRASKA

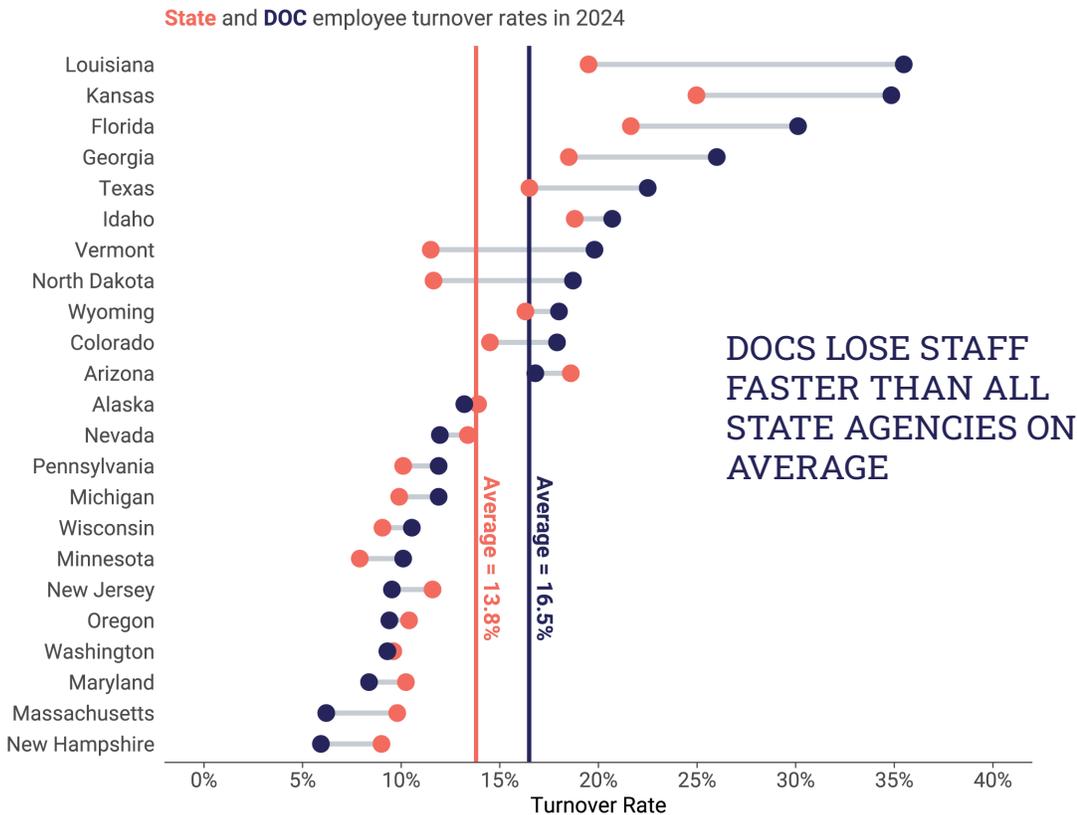
At the Nebraska Department of Correctional Services, the number of department vacancies dropped from a high of 527 in June 2021 to 359 in June 2023, but then rose again to 452 by June 2024.⁷⁴

Corrections staff leave their jobs at higher rates than other state employees.

Turnover — defined as the number of employees who leave divided by the average number employed over a period — is a widely reported metric of workforce health. High turnover increases human resources costs and reduces institutional experience.

Analysis for this report included data from 23 state corrections departments with complete turnover information for 2024.⁷⁵ Across these states, average turnover was 16.5 percent — meaning that in 2024, it was common for one out of every six state corrections staff to leave their jobs. In about two-thirds of the states (14 of 23), the corrections department was losing staff faster than state government overall, as shown in Figure 16. This level of staff departures contributes to continued recruitment pressure and gaps in staffing coverage.

Figure 16



Source: Safe Inside analysis of 23 states with available data

State prison understaffing continues to make headlines across the country.

The headlines shown in Figure 17 below – all from 2023 to 2025 – reflect the kinds of stories that have been appearing in national and local media. These articles highlight a range of challenges tied to chronic staffing shortages, including corrections officer strikes and protests, the deployment of National Guard troops to support prison operations, and the increased use of lockdowns in response to understaffing – all of which signal growing concern about strained and potentially unsafe conditions inside state prison facilities.⁷⁶

Figure 17

STATE DOCS IN THE NEWS



Source: National Criminal Justice Reference Service analysis of articles from March 2023 to March 2025

State corrections departments face a dual challenge: rebuilding a stable workforce while maintaining safe, well-run facilities. The first step in addressing this challenge requires ensuring state leaders have at their fingertips important data about their workforce – and the conditions of the facilities where they are working. This information is essential to the design of effective recruitment and retention strategies.

Better data can inform recruitment and retention strategies, but the path forward for state departments of corrections seeking to address their workforce challenges cannot focus exclusively on increasing the supply of corrections officers. State leaders must also ask how state corrections departments can reduce the demands on existing staff.

Using data to design strategies, measure progress, and troubleshoot problems

Interviews conducted for this report revealed that most state corrections leaders have difficulty gaining access to timely, user-friendly data that makes the following analyses possible:

- How recruitment and retention rates are trending month to month, by institution;
- What impact specific initiatives have had on staff recruitment and retention; and
- How working and living conditions within institutions correspond with staff retention.

The first step in addressing this challenge requires ensuring state leaders have at their fingertips important data about their workforce – and the conditions of the facilities where they are working.

Reliable information on these topics, including answers to the questions listed in the sidebar, would give corrections directors valuable insights into workforce dynamics and operational challenges. Yet when leaders convene staff from security, human resources, research, and budget divisions to ask for information, they often find that available data are incomplete or unreliable. Even when solid data exist, they are often kept internal. Greater public sharing of this information is vital for progress.

This imbalance is telling: most departments of corrections produce far more data and analysis about the people they incarcerate than about the people they employ. Several factors limit departments' ability to analyze their own workforce:

Data ownership and access

In many states, another agency maintains the human resources data needed to analyze employee tenure, exit survey results, absenteeism, sick leave, and other indicators of workplace satisfaction. While these data can be shared with departments of corrections, doing so often requires a data use agreement and other administrative steps.

Reporting mandates

Legislators have focused primarily on understanding trends in incarcerated populations, and many departments of corrections are required by law to produce dozens of reports each year. These statutory reporting obligations can limit the resources available for workforce analysis.

Workforce trends

Broader labor market shifts have changed the employment calculus for younger staff, who are less motivated by retirement benefits and other traditional perks of state employment. When staff tenure was longer, there was less perceived urgency to analyze workforce composition and the drivers of attrition.

5 Questions Every DOC Director Should Be Able to Answer

1. How many corrections officer positions are **currently vacant** – and how has that number changed over time?
2. What is the **average length of service** for new hires? How does it compare to past cohorts?
3. What are the top **reasons employees give for leaving** – and how do those reasons vary by facility or role?
4. How much is the agency spending on **overtime** – and how is that overtime distributed across facilities?
5. How long does it take to **fill a vacancy**, and how often do recruits complete training and **stay at least one year** on the job?

Examples

What States Are Learning When They Invest in Data



TEXAS RECRUITMENT AND RETENTION

The Texas Department of Criminal Justice analyzed recruiting targets and new hires, calculated attrition rates by recruiting targets and other initiatives, and streamlined processes by granting recruiters more autonomy to advance candidates.⁷⁷



MISSOURI TRAINING ACADEMY OUTCOMES

The Missouri Department of Corrections renovated its training academy to better prepare recruits and established a tracking system to monitor cohorts and evaluate retention outcomes.⁷⁸



IDAHO WELLNESS PROGRAM IMPACTS

The Idaho Department of Correction hired a wellness coordinator, implemented resiliency training, and analyzed participation data from pilot programs and a wellness app to gauge engagement.⁷⁹

Creating a culture that attracts and retains talented staff

State departments of corrections that have advanced their data analysis report that it clarifies the roots of staffing challenges. Many find the primary issue is not recruitment but early attrition – new hires leaving soon after they start. This churn drives up costs for recruitment, training, and overtime, and leaves fewer experienced staff, greater instability, and rising expenses.

Salary increases or a softer job market can offer short-term relief, but they do not constitute a sustainable retention strategy. The focus should shift from persuading recruits to make corrections a lifelong career to encouraging them to stay longer before deciding to leave.

For example, the Texas Department of Criminal Justice found that extending the average tenure of corrections officers by just four months would have the same impact on workforce size as hiring hundreds of additional officers.⁸⁰

Changing culture requires living the values that resonate with today's workforce – creating environments where employees find purpose, empathetic supervision, and work-life balance. It also calls for recruitment strategies that attract people who strengthen this culture rather than reinforce outdated norms that drive others away.

Making more efficient use of existing staff

Even with better recruitment and retention, corrections administrators interviewed for this report acknowledge they are unlikely to rebuild staffing to operate prisons as they once did. Leaders must therefore explore how to manage facilities with fewer staff while improving the environment so incarcerated people and staff feel safe – and so new recruits find enough satisfaction to stay. At first glance, these goals may seem at odds.

One option would be to reduce the number of incarcerated people, enough to close facilities, and significantly cut the number of positions needed to be filled. Making that happen depends on leadership from elected officials. Although legislators and governors across the political spectrum and in every region of the U.S. took major steps to reduce incarceration rates over the past 15 to 20 years, appetite for such reforms seems to have waned, at least temporarily. As this report shows, prison populations are rising, not falling.

Another approach is to revisit long-standing operational norms. Many supervisors and frontline staff described mounting workloads as new mandates are added without retiring old ones. To ease this burden, departments should identify tasks that can be streamlined or reassigned, such as the following:

- Conducting fewer counts, searches, or tours – but performing each more purposefully;
- Relaxing daytime movement restrictions for incarcerated people; and
- Assigning appropriate duties to civilian employees or incarcerated people trained to fulfill certain tasks.

Pursuing these strategies requires reexamining entrenched policies that have become accepted orthodoxy, even when they add little to safety or effectiveness.

A third approach is to expand the strategic use of technology to automate routine administrative and security tasks. While this will require investment and creative adaptation in older facilities, it offers a critical path to greater efficiency and long-term sustainability.

CONCLUSION

This report holds up a mirror to the current state of corrections — showing why change is both urgent and achievable. The findings reveal the scope of staffing challenges and their effects on safety, health, and stability for those who live and work behind prison walls. **The field of corrections has faced difficult periods before and has repeatedly found ways to adapt, innovate, and improve.** It can do so again.

Lasting progress will depend on transparency and partnership. No single department or leader can do this alone, and every stakeholder — policymakers, labor leaders, staff, researchers, and community advocates — has a role to play. Building trust in this environment is not easy, which is why this initiative emphasizes listening to all voices, promoting transparency, and tailoring support and solutions to each state's specific circumstances.

The path forward is clear: strengthen data systems, improve recruitment and retention, and create safer, more stable environments for staff and incarcerated people. The good news is that some tools and resources to support this work already exist — and more are on the way.

This report marks just the first step of Safe Inside. Beyond documenting the problem, Safe Inside offers practical tools, technical assistance, and peer learning opportunities to support workforce planning and build resilient systems — meeting states where they are rather than prescribing a one-size-fits-all approach. At its core is a simple but transformative idea: better data — and better use of data — lead to better outcomes.

To learn more, explore resources, or engage in future phases of support, visit <https://safeinsideproject.org>.

REPORT AUTHORS

Michael Thompson has spent more than 30 years leading and advising nonprofit, government, and philanthropic organizations. He has been a senior executive with The Pew Charitable Trusts and with The Council of State Governments, where he founded and led the Justice Center. His work in the area of corrections has prompted hearings by the U.S. Congress and countless state legislatures, leading to major bipartisan state and federal initiatives focused on justice reinvestment, behavioral health, and reentry.

Katharine Teleki has more than 18 years of experience in translating research into actionable policy recommendations and helping leaders make informed decisions, with a focus on objective, nonpartisan analysis. Most notably, she served on the staff of the Texas Sunset Advisory Commission from 2006 to 2018, where she reviewed state agency performance in every area of government. She now leads Teleki Consulting LLC and teaches in the Executive Master of Public Leadership program at the LBJ School of Public Affairs at the University of Texas at Austin.

Angela Gunter has worked for over 15 years in the field of criminal justice policy analysis. She focuses primarily on providing research and data analysis support to county and state agencies on various initiatives to improve the public sector response to people involved in the justice system. She has managed projects both large and small, including statewide efforts under the Justice Reinvestment Initiative program and a 50-state revocations survey, as well as county efforts to improve pretrial processing of individuals experiencing mental health challenges.

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Scott Semple is the former commissioner of the Connecticut Department of Correction, a career leader who began as a frontline corrections officer and later served as training coordinator, in external and legislative affairs, and as warden of the state's men's mental-health treatment facility. As commissioner, he advanced performance-based practices, repurposing facilities for specialized therapeutic populations, and expanding agency-wide staff wellness initiatives. After retiring in 2019, he founded Semple Consulting LLC and serves as a senior expert advising on criminal justice and corrections.

Andrew Barbee directs the Texas Department of Criminal Justice (TDCJ) Office of Strategic Initiatives and Modernization and is the American Correctional Association's 2024 Peter P. Lejins Research Award recipient. A policy and research leader across corrections, courts, and the legislature, he joined TDCJ in October 2019 to build a new research and development function and has since helped tackle staff retention, program evaluation, and risk assessment while fostering a culture of continuous improvement. His work advances research-driven practices that protect the public, create opportunities, and support rehabilitation.

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Cover image provided courtesy of Florida Department of Corrections.

ABOUT SAFE INSIDE

Safe Inside is a national initiative focused on making prisons safer and healthier places to work and live, which depends in large part on improving staff recruitment and retention.

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ENDNOTES

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Appendix A: **State Corrections Workforce Profiles**

Presents findings from a 50-state analysis of six workforce metrics comparing state departments of corrections with overall state government. Includes 28 state profiles (of states where sufficient data were available) that place corrections staffing patterns in the context of broader state workforce trends, highlighting both cross-state variation and the common themes identified in this report.

Appendix B: **Health and Safety Trends**

Summarizes a 50-state review of publicly available data across 14 indicators of facility health and safety. Presents selected findings from states with comparable series, showing an overall upward trend in critical incidents where data are available, and notes significant gaps and inconsistencies in public reporting.

Appendix C: **Sources and Methods**

Documents the project's 50-state data collection and analysis on workforce trends and facility health and safety in state departments of corrections. Includes tables detailing the sources underlying figures in the main report and Appendices A and B.

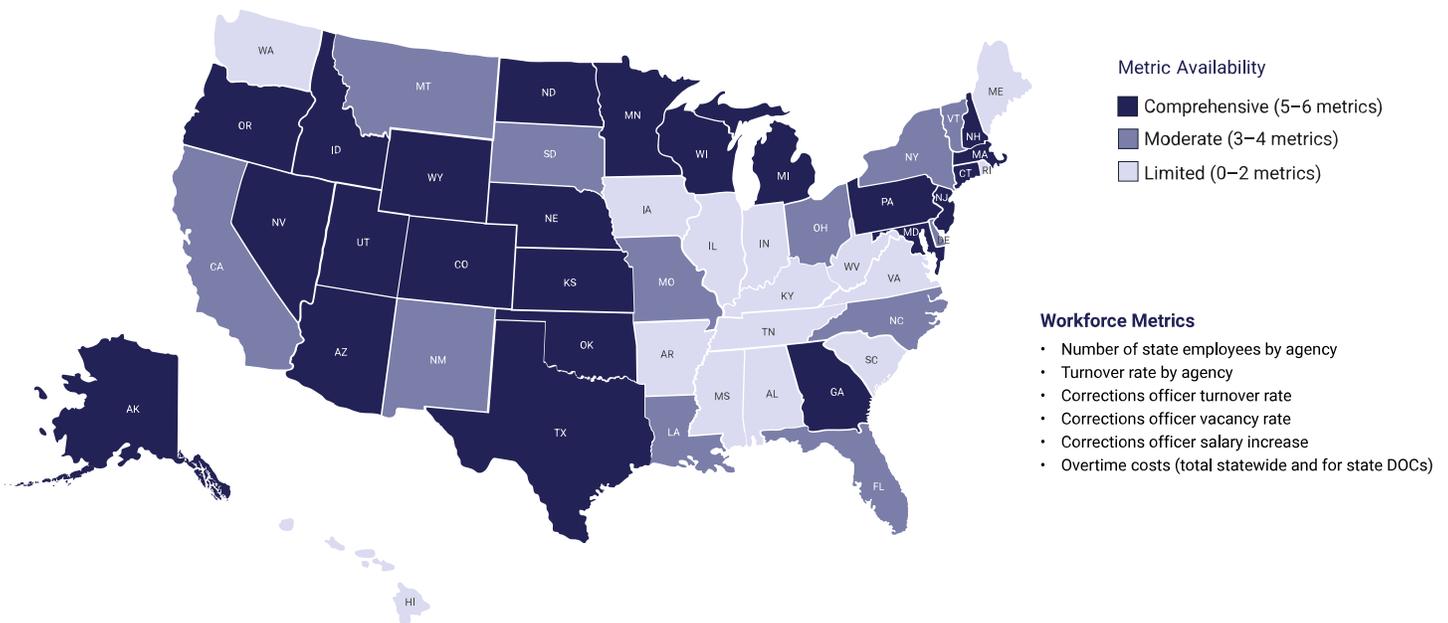
APPENDIX A

State Corrections Workforce Profiles

The following profiles illustrate workforce dynamics across 28 state corrections departments, using data from state sources. Together, they highlight both variations in state experiences and common themes identified in the analysis.

As detailed in Appendix C (Sources and Methods), compiling the six workforce metrics across states involved reviewing state human resources, financial, and corrections department websites, and submitting direct requests to multiple agencies. Data were assembled manually to create a consistent snapshot for each state; the 28 states were selected for having the most complete information after conducting an initial scan of all 50 states.

Availability of state corrections workforce metrics



States vary significantly in how they collect and report workforce data, including differences in definitions, formats, and reporting timelines. As a result, **the information in this report should not be used to directly compare or rank states**. Instead, each profile is intended to reflect a state's unique context, shaped by its specific reporting practices and available data.

The following chart summarizes the workforce metric availability by state. Full citations and methodological notes for each state profile are provided in Appendix C.

Availability of Key State Corrections Workforce Metrics

STATE	Workforce <i>Number of state employees by agency</i>	Turnover <i>Ratio of separations by agency</i>	Corrections Officer Vacancy Rate	Corrections Officer Turnover	Corrections Officer Salary Increase	Overtime	TOTAL
Alabama							0
Alaska	●	●	●	●	●	●	6
Arizona	●	●	●		●*	●	5
Arkansas							0
California	●			○*	○		3
Colorado	●	●	●	●*	●	●	6
Connecticut	●		●	●	●	●	5
Delaware	○		○	○		●	4
Florida	●	●	●*	●*	●	●*	6
Georgia	●	●	●	●	●	●*	6
Hawaii							0
Idaho	●	●	●	●	●	●	6
Illinois	○						1
Indiana	○						1
Iowa	●						1
Kansas	●	●	●	●	●	●*	6
Kentucky							0
Louisiana	●	●	●*	●*		●*	5
Maine	●						1
Maryland	●	●	●		●	●	5
Massachusetts	●	●	●	●*	●	●	6
Michigan	●	●	●	●*	●	●	6
Minnesota	●	●	●	●	●	●	6
Mississippi			○	○			2
Missouri			●	○	○		3
Montana			○	○	●		3

● Indicates a state with data publicly available online, and included in this report

○ Indicates a state with data publicly available online, but not included in this report

* Indicates partial or alternate data points

● Indicates a state with data available via information request, and included in this report

○ Indicates a state with data available via information request, but not included in this report

Availability of Key State Corrections Workforce Metrics

STATE	Workforce <i>Number of state employees by agency</i>	Turnover <i>Ratio of separations by agency</i>	Corrections Officer Vacancy Rate	Corrections Officer Turnover	Corrections Officer Salary Increase	Overtime	TOTAL
Nebraska	●	●	●	●	●	●*	6
Nevada	●	●	●	●	●	●	6
New Hampshire	●	●	●	●*	●	●	6
New Jersey	●	●	●	●*	●	●	6
New Mexico	●	●*	●	●	●	●*	5
New York	●	●*	●*	●	●	●	6
North Carolina			●	○	○		3
North Dakota	●	●	●*	●	●	●	6
Ohio	●		●	○	●	●*	5
Oklahoma	●	●*	●	●	●	●	6
Oregon	●	●	●	●	●	●	6
Pennsylvania	●	●	●	●	●	●	6
Rhode Island							0
South Carolina	○					○*	2
South Dakota			●	○	○		3
Tennessee							0
Texas	●	●	●	●	●	●	6
Utah	●	●	●	●	●	●	6
Vermont	●	●	●	●*	●*	●	6
Virginia	●						1
Washington	●	●					2
West Virginia							0
Wisconsin	●	●	●	●	●	●	6
Wyoming	●	●	●	●	●	●	6
TOTAL	38	28	35	33	33	31	

● Indicates a state with data publicly available online, and included in this report

○ Indicates a state with data publicly available online, but not included in this report

* Indicates partial or alternate data points

● Indicates a state with data available via information request, and included in this report

○ Indicates a state with data available via information request, but not included in this report



1,890

employees work for ADOC.

4,420

people are incarcerated by ADOC.

2nd

ADOC is the second largest state agency.

1. TRANSPORTATION AND PUBLIC FACILITIES
2. **CORRECTIONS**
3. FAMILY AND COMMUNITY SERVICES
4. HEALTH
5. FISH AND GAME

1/8

state agency employees work for ADOC.



STAFFING CHALLENGES

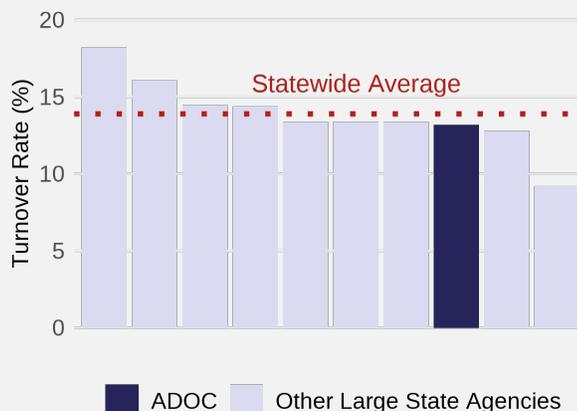
13% of ADOC staff left their jobs in 2024 – the eighth highest rate among large state agencies.

5%

of corrections officers left their jobs from July 2024 to March 2025 – or 56 people.

6%

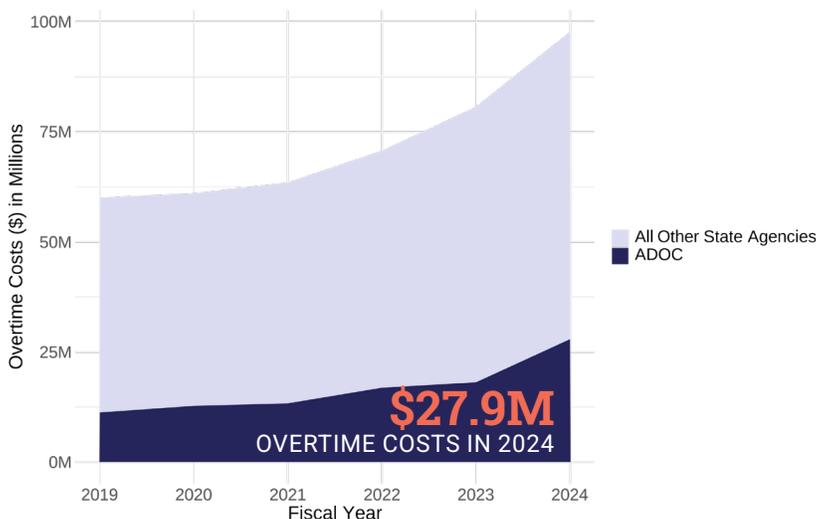
of corrections officer positions were vacant in April 2025 – or 63 unfilled positions.



Alaska raised corrections officer salaries 20% between 2019 and 2023.

BUDGET IMPACTS

ADOC made up 29% of all state overtime spending in 2024. Its annual overtime costs increased 148% from 2019 to 2024.



DATA SOURCES

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 Incarcerated population (FY2024): Alaska Department of Corrections
 Corrections officer vacancy and turnover (as of April 2025): Alaska Department of Corrections
 Salary increase (FY2019–2023): Alaska Department of Corrections
 Overtime (FY2019–2024): Alaska Department of Administration



8,170

employees work for ADCRR.

35,150

people are incarcerated by ADCRR.

2nd

ADCRR is the second largest state agency.

1. ECONOMIC SECURITY
2. **CORRECTIONS, REHABILITATION & REENTRY**
3. ADMINISTRATION
4. TRANSPORTATION
5. CHILD SAFETY

1/4

state agency employees work for ADCRR.

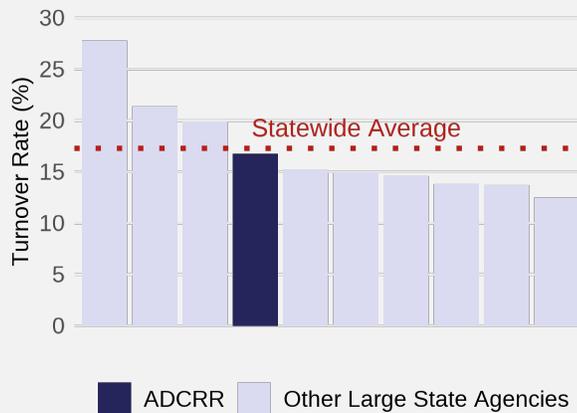


STAFFING CHALLENGES

17% of ADCRR staff left their jobs in 2024 – the fourth highest rate among large state agencies.

18%

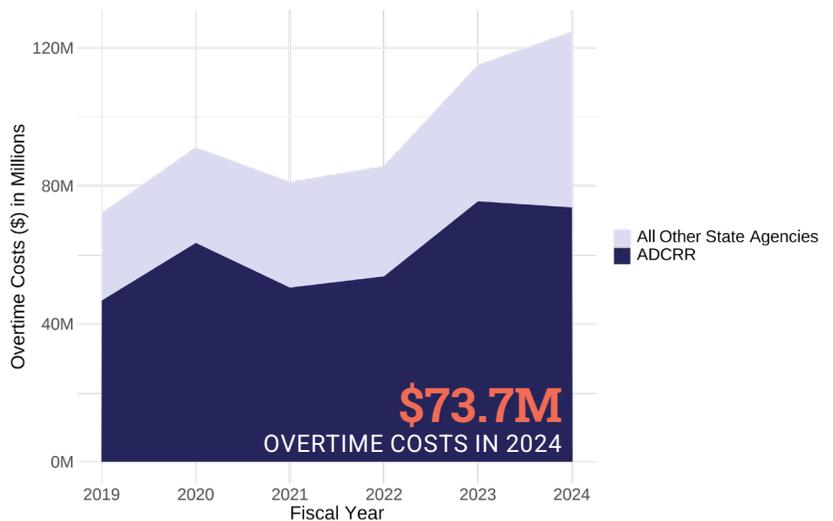
of corrections officer positions were vacant in September 2024 – or 1,000 unfilled positions.



Arizona raised all ADCRR employee salaries 20% in July 2022.

BUDGET IMPACTS

ADCRR made up 60% of all state overtime spending in 2024. Its annual overtime costs increased 58% from 2019 to 2024.



DATA SOURCES

Workforce and turnover (FY2024): Arizona Department of Administration
 Incarcerated population (FY2024): Arizona Department of Corrections, Rehabilitation & Reentry
 Vacancy (as of September 2024): Arizona Department of Corrections, Rehabilitation & Reentry
 Salary increase (2022): Arizona Joint Legislative Budget Committee
 Overtime (FY2019–2024): Office of the Arizona State Treasurer

5,780

employees work for CDOC.

15,890

people are incarcerated by CDOC.

1st

CDOC is the largest state agency.

1. CORRECTIONS
2. HUMAN SERVICES
3. TRANSPORTATION
4. HIGHER EDUCATION
5. PUBLIC SAFETY

1/5

state agency employees work for CDOC.



STAFFING CHALLENGES

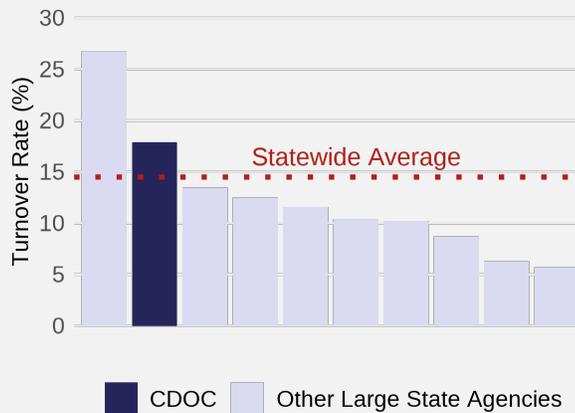
18% of CDOC staff left their jobs in 2024 – the second highest rate among large state agencies.

1,030

CDOC employees left their jobs in 2024.

10%

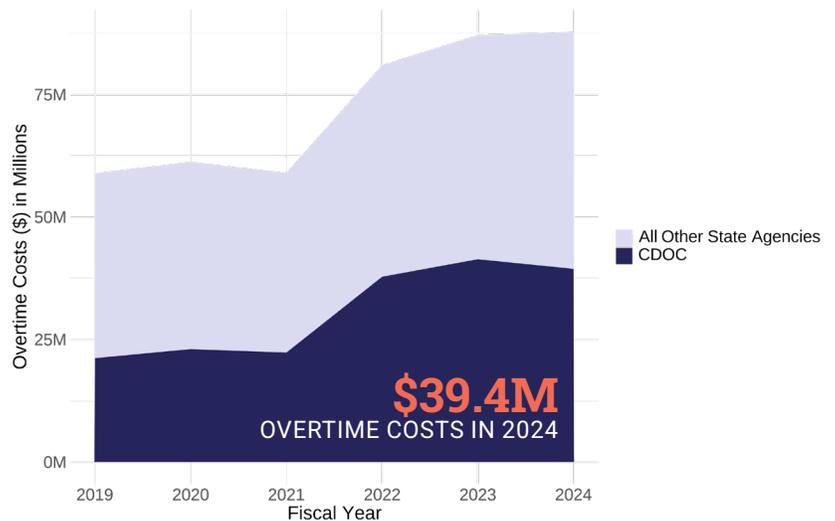
of corrections officer positions were vacant in June 2025.



Colorado raised starting salaries for entry-level corrections officers 12% between 2020 and 2025.

BUDGET IMPACTS

CDOC made up 45% of all state overtime spending in 2024. Its annual overtime costs increased 86% from 2019 to 2024.



DATA SOURCES

Workforce (as of June 2024) and turnover (FY2024): Colorado Department of Personnel & Administration
 Incarcerated population (FY2024): Colorado Department of Corrections
 Corrections officer vacancy (as of December 2024): Colorado Department of Corrections
 Salary increase (FY2023–2025): Colorado Office of the State Auditor
 Overtime (FY2019–2024): Colorado Department of Personnel & Administration



CONNECTICUT

Connecticut Department of Correction (CDOC)

6,030

employees work for CDOC.

10,860

people are incarcerated by CDOC.

1st

CDOC is the largest state agency.

1. CORRECTIONS
2. MENTAL HEALTH & ADDICTION SERVICES
3. TRANSPORTATION
4. CHILDREN & FAMILIES
5. DEVELOPMENTAL SERVICES

1/5

state agency employees work for CDOC.



STAFFING CHALLENGES

5% of corrections officers left their jobs in 2024 – or 170 people.

9%

of corrections officer positions were vacant in May 2025 – or 313 unfilled positions.



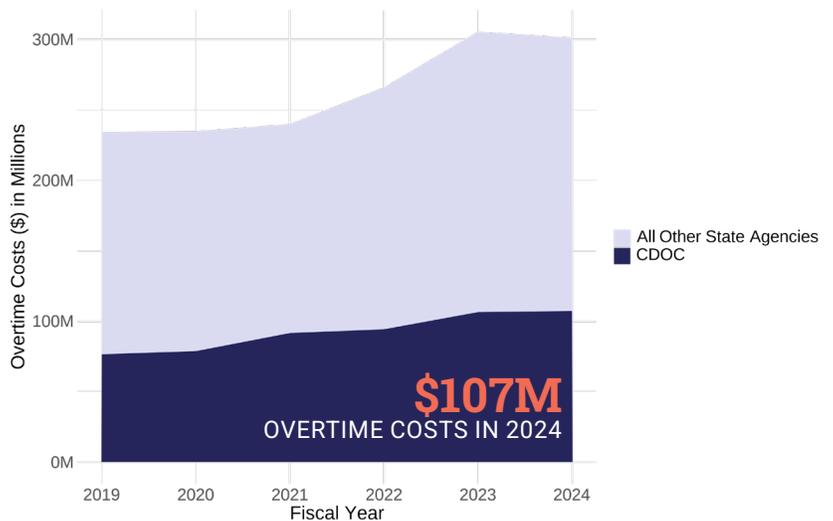
CDOC Vacancy Rate



Connecticut raised corrections officer salaries 7.5% between 2023 and 2025.

BUDGET IMPACTS

CDOC made up 36% of all state overtime spending in 2024. Its annual overtime costs increased 40% from 2019 to 2024.



DATA SOURCES

Workforce (FY2024): Connecticut Department of Administrative Services
 Corrections officer vacancy (as of May 2025) and turnover (FY2024): Connecticut Department of Correction
 Incarcerated population (as of May 2025): Connecticut Department of Correction
 Salary increase (FY2023–2025): Connecticut Office of State Comptroller & Office of the Connecticut Governor
 Overtime (FY2019–2024): Connecticut General Assembly's Office of Fiscal Analysis



21,560

employees work for FDC.

1st

FDC is the largest state agency.

1/5

state agency employees work for FDC.

87,300

people are incarcerated by FDC.

1. CORRECTIONS
2. CHILDREN & FAMILIES
3. HEALTH
4. JUSTICE ADMINISTRATIVE COMMISSION
5. TRANSPORTATION

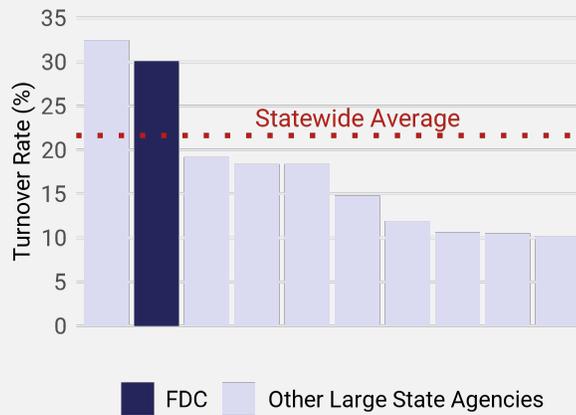


STAFFING CHALLENGES

30% of FDC staff left their jobs in 2024 – the second highest rate among large state agencies.

6,020

FDC employees left their jobs in 2024.



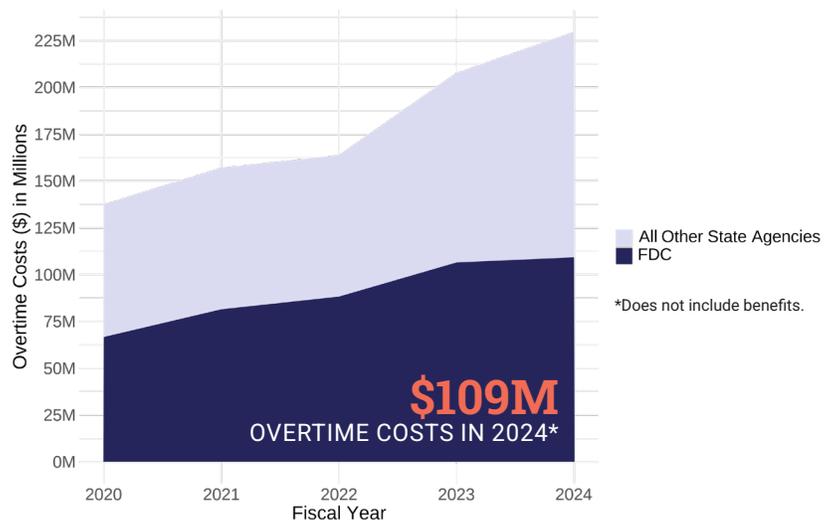
Florida raised starting salaries for corrections officers 16% in 2022.

9%

of FDC positions were vacant in July 2024 – or 2,120 unfilled positions.

BUDGET IMPACTS

FDC made up 48% of all state overtime spending in 2024. Its annual overtime costs increased 64% from 2020 to 2024.



*Does not include benefits.

DATA SOURCES

Workforce (as of July 2024) and turnover (FY2024): Florida Department of Management Services
 Corrections officer vacancy (as of July 2024): Florida Department of Management Services
 Incarcerated population (FY2024): Florida Department of Corrections
 Salary increase (2022): Office of the Florida Governor
 Overtime (FY2020–2024): Florida Department of Management Services



6,540

employees work for GDC.

49,070

people are incarcerated by GDC.

2nd

GDC is the second largest state agency.

1. FAMILY AND CHILDREN SERVICES
2. **CORRECTIONS**
3. TRANSPORTATION
4. BEHAVIORAL HEALTH & DEV. DISABILITIES
5. JUVENILE JUSTICE

1/7

state agency employees work for GDC.



STAFFING CHALLENGES

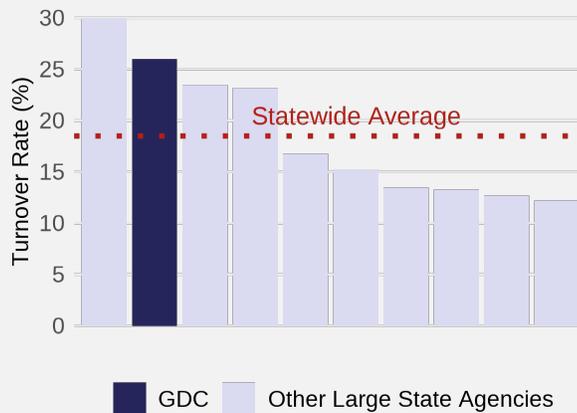
26% of GDC staff left their jobs in 2024 – the second highest rate among large state agencies.

31%

of corrections officers left their jobs in 2024.

51%

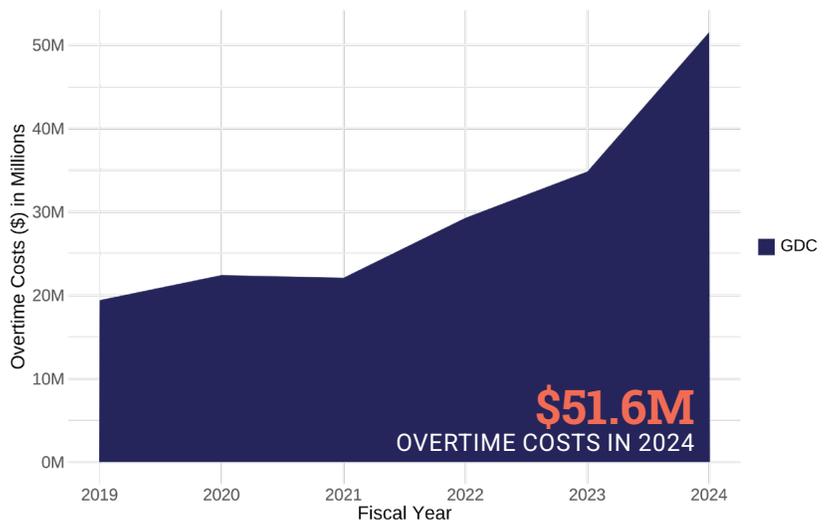
of corrections officer positions were vacant in 2024.



Georgia raised corrections officer salaries 58% between 2021 and 2025.

BUDGET IMPACTS

GDC spent over \$50 million in overtime in 2024. Its annual overtime costs increased 166% from 2019 to 2024.



DATA SOURCES

Workforce and turnover (FY2024): Georgia Department of Administrative Services
 Corrections officer vacancy (FY2024) and turnover (FY2024): Georgia Department of Corrections
 Incarcerated population (FY2024): Georgia Department of Corrections
 Salary increase (2021–2025): Georgia House Budget and Research Office
 Overtime (FY2019–2024): Georgia Department of Corrections



2,130

employees work for IDOC.

9,650

people are incarcerated by IDOC.

2nd

IDOC is the second largest state agency.

1. HEALTH AND WELFARE
2. CORRECTIONS
3. TRANSPORTATION
4. STATE POLICE
5. FISH AND GAME

1/7

state agency employees work for IDOC.



STAFFING CHALLENGES

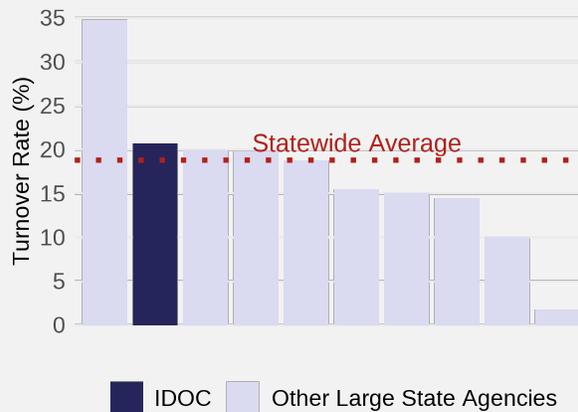
21% of IDOC staff left their jobs in 2024 – the second highest rate among large state agencies.

30%

of corrections officers left their jobs between July 2024 and May 2025.

2.6%

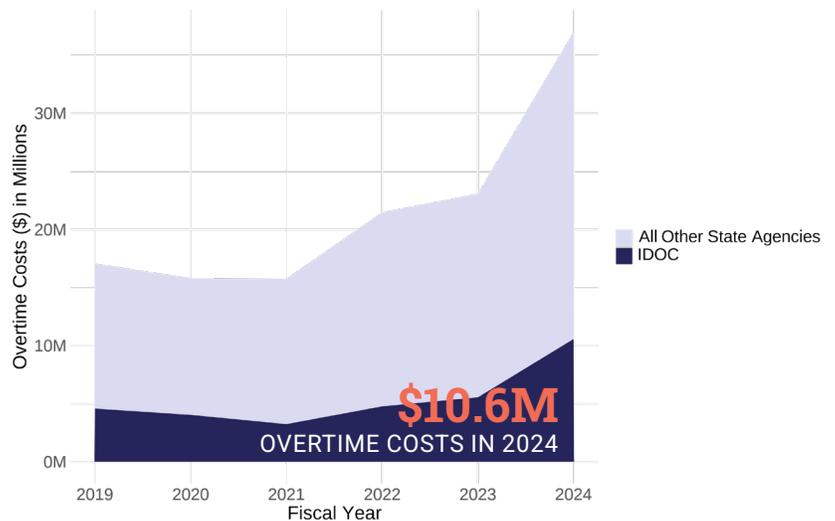
of corrections officer positions were vacant in July 2025 – or 103 unfilled positions.



Idaho raised starting salaries for corrections officers 45% between 2020 and 2025.

BUDGET IMPACTS

IDOC made up 29% of all state overtime spending in 2024. Its annual overtime costs increased 131% from 2019 to 2024.



DATA SOURCES

Workforce (as of January 2025) and turnover (FY2024): State of Idaho Controller's Office
 Corrections officer vacancy (as of July 2025) and turnover (FY2025): Idaho Department of Correction
 Incarcerated population (2024): Idaho Department of Correction
 Salary increase (2020–2025): Idaho Department of Correction
 Overtime (FY2019–2024): State of Idaho Controller's Office



2,850

employees work for KDOC.

8,920

people are incarcerated by KDOC.

1st

KDOC is the largest state agency.

1. CORRECTIONS
2. TRANSPORTATION
3. CHILDREN & FAMILIES
4. AGING & DISABILITY
5. HEALTH & ENVIRONMENT

1/7

state agency employees work for KDOC.



STAFFING CHALLENGES

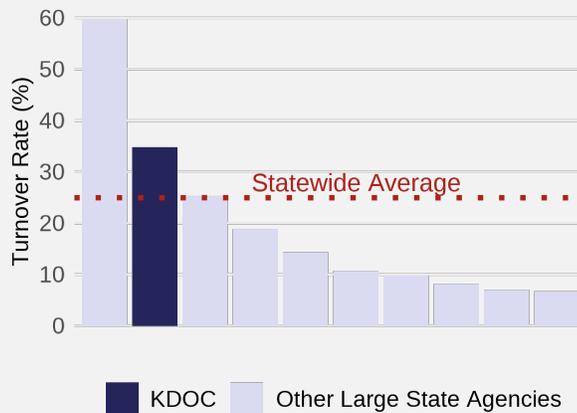
35% of KDOC staff left their jobs in 2024 – the second highest rate among large state agencies.

52%

of entry-level corrections officers left their jobs in 2024.

9%

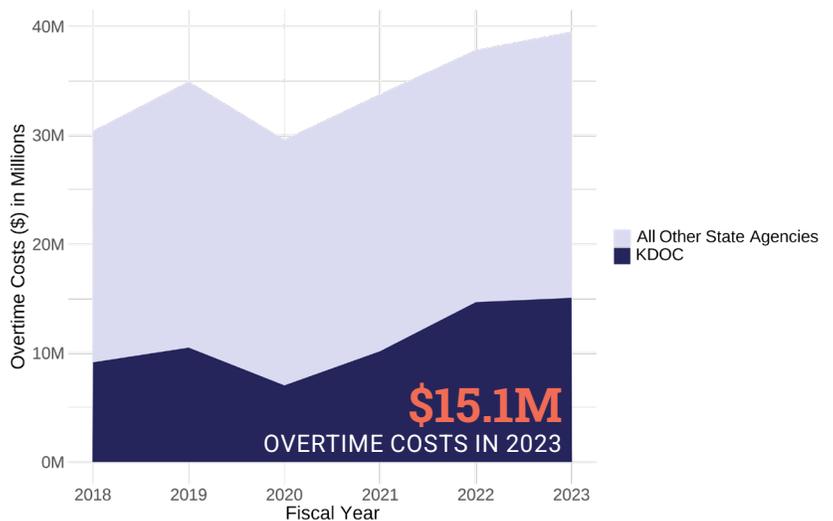
of uniformed positions were vacant in July 2024 – or 195 unfilled positions.



Kansas raised corrections officer salaries 36% between 2021 and 2024.

BUDGET IMPACTS

KDOC adult facilities made up 38% of all state overtime spending in 2023. Its annual overtime costs increased 65% from 2018 to 2023.



DATA SOURCES

Workforce and turnover (FY2024): Kansas Department of Administration
 Corrections officer vacancy (as of July 2024) and turnover (FY2024): Kansas Department of Corrections
 Incarcerated population (FY2024): Kansas Department of Corrections
 Salary increase (2021–2024): Kansas Department of Corrections
 Overtime (FY2018–2023): Kansas Department of Administration



4,450

employees work for DPSC-CS.

29,140

people are incarcerated by DPSC-CS.

2nd

DPSC-CS is the second largest state agency.

1. HEALTH
2. PUBLIC SAFETY & CORRECTIONS
3. TRANSPORTATION & DEVELOPMENT
4. CHILDREN & FAMILY SERVICES
5. EXECUTIVE

1/7

state agency employees work for DPSC-CS.



STAFFING CHALLENGES

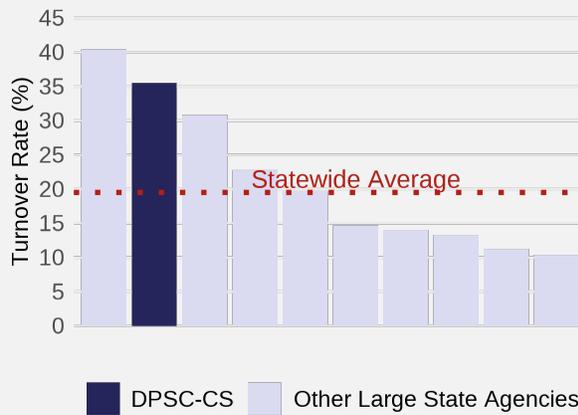
35% of DPSC-CS staff left their jobs in 2024 – the second highest rate among large state agencies.

1,579

DPSC-CS employees left their jobs in 2024.

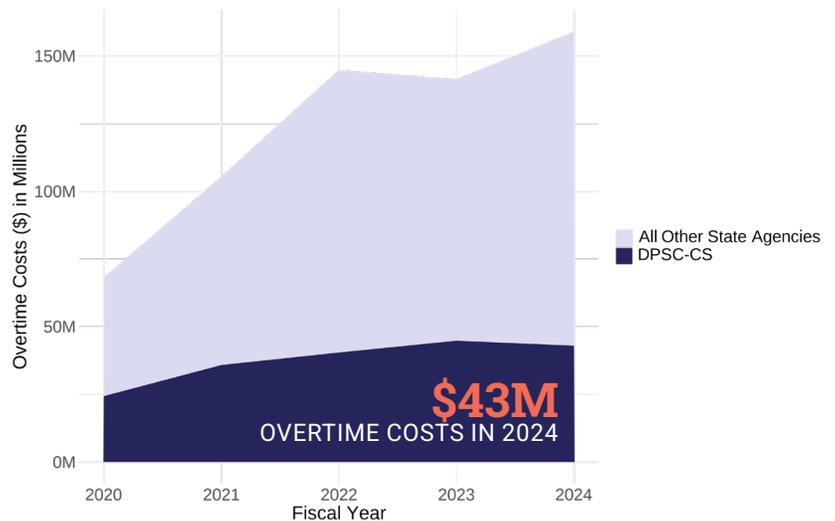
203%

of corrections cadet positions turned over in 2024 – meaning each training spot was filled twice that year.



BUDGET IMPACTS

DPSC-CS made up 27% of all state overtime spending in 2024. Its annual overtime costs increased 76% from 2020 to 2024.



DATA SOURCES

Workforce and turnover (FY2024): Louisiana State Civil Service Commission
 Corrections officer turnover (FY2024): Louisiana State Civil Service Commission
 Incarcerated population (2024): Louisiana Department of Public Safety & Corrections-Corrections Services
 Overtime (FY2020–2024): Louisiana Division of Administration



MARYLAND

Maryland Department of Public Safety and Correctional Services (DPSCS)

9,220

employees work for DPSCS.

17,875

people are incarcerated by DPSCS.

3rd

DPSCS is the third largest state agency.

1. TRANSPORTATION
2. HEALTH
3. **PUBLIC SAFETY AND CORRECTIONAL SERVICES**
4. HUMAN SERVICES
5. JUDICIARY

1/7

state agency employees work for DPSCS.

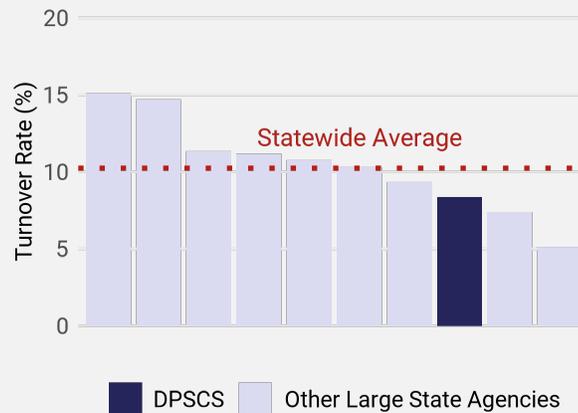


STAFFING CHALLENGES

8% of DPSCS staff left their jobs in 2024 – the eighth highest rate among large state agencies.

10%

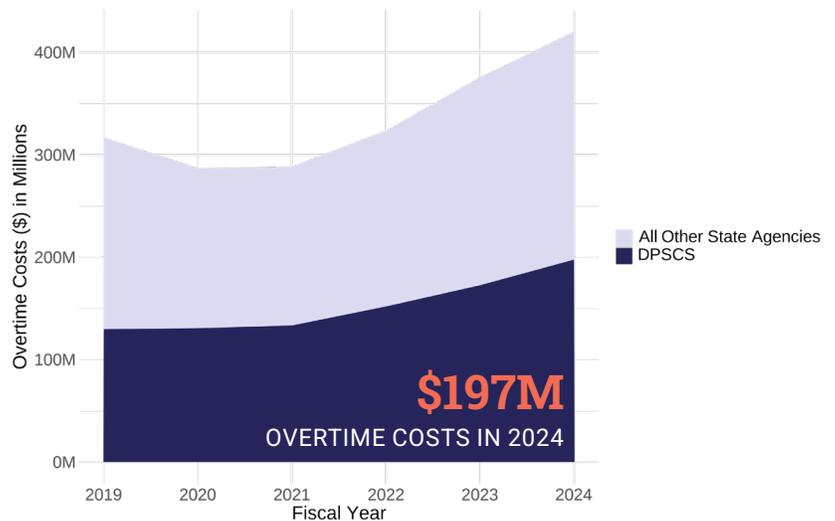
of corrections officer positions were vacant in June 2025 – or 491 unfilled positions.



Maryland raised starting salaries for corrections officers 26% between 2020 and 2025.

BUDGET IMPACTS

DPSCS made up 47% of all state overtime spending in 2024. Its annual overtime costs increased 52% from 2019 to 2024.



DATA SOURCES

Workforce and turnover (FY2024): Maryland Department of Budget and Management
 Corrections officer vacancy (as of June 2025): Maryland Department of Public Safety and Correctional Services
 Incarcerated population (FY2023): Maryland Department of Public Safety and Correctional Services
 Salary increase (2020–2025): Maryland Department of Public Safety and Correctional Services
 Overtime (FY2019–2024): Maryland Department of Budget and Management



4,070

state employees work for MADOC.

6,170

people are incarcerated by MADOC.

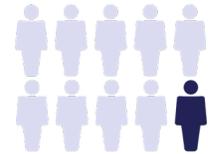
4th

MADOC is the fourth largest state agency.

1. DEVELOPMENTAL SERVICES
2. CHILDREN AND FAMILIES
3. TRANSPORTATION
4. CORRECTIONS
5. MENTAL HEALTH

1/10

state agency employees work for MADOC.



STAFFING CHALLENGES

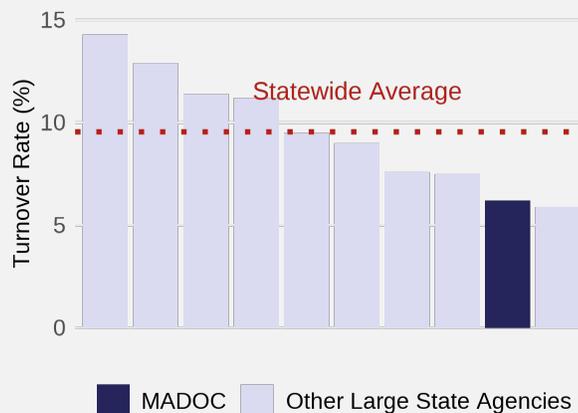
6% of MADOC staff left their jobs in 2024 – a lower rate than most large state departments.

250

MADOC staff left their jobs in 2024.

19%

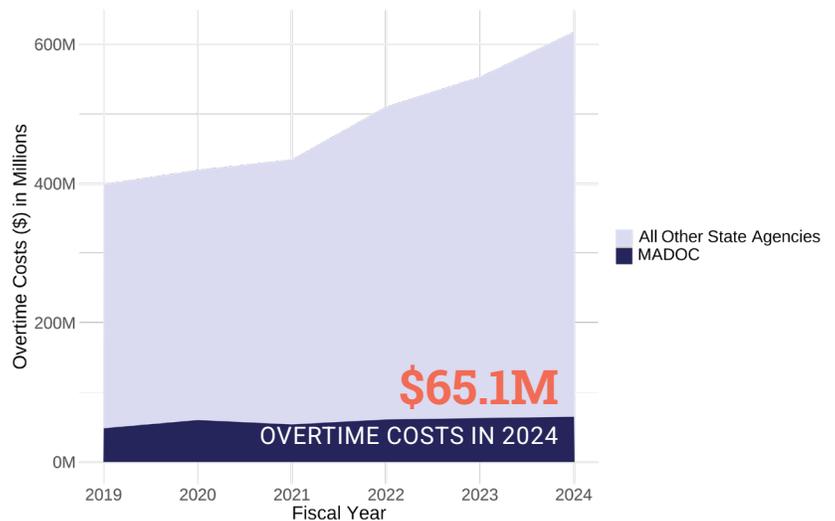
of corrections officer positions were vacant in July 2025 – or 440 unfilled positions.



Massachusetts raised starting salaries for corrections officers 16% between 2020 and 2025.

BUDGET IMPACTS

MADOC made up 11% of all state overtime spending in 2024. Its annual overtime costs increased 34% from 2019 to 2024.



DATA SOURCES

Workforce and turnover (FY2024): Massachusetts Human Resources Division
 Corrections officer vacancy (as of July 2025): Massachusetts Department of Correction
 Incarcerated population (2024): Massachusetts Department of Correction
 Salary increase (2020–2025): Massachusetts Department of Correction
 Overtime (FY2019–2024): Massachusetts Office of the Comptroller



10,320

state employees work for MDOC.

32,790

people are incarcerated by MDOC.

2nd

MDOC is the second largest state agency.

1. HUMAN SERVICES
2. CORRECTIONS
3. COMMUNITY HEALTH
4. STATE POLICE
5. TECHNOLOGY, MANAGEMENT & BUDGET

1/5

state agency employees work for MDOC.



STAFFING CHALLENGES

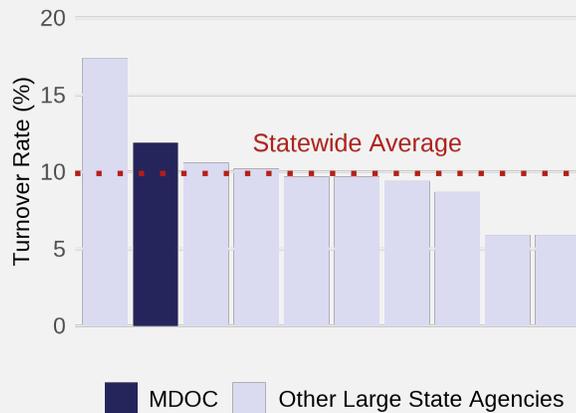
12% of MDOC staff left their jobs in 2024 – the second highest rate among large state agencies.

1,200

MDOC staff left their jobs in 2024.

17%

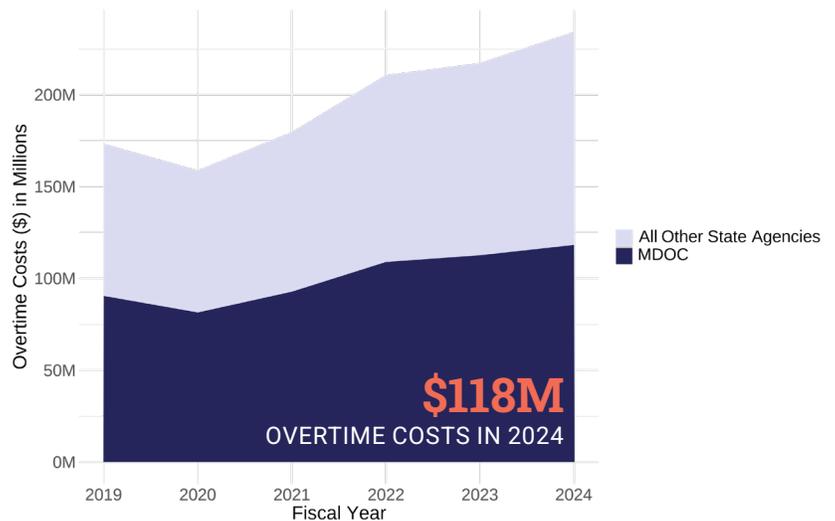
of corrections officer positions were vacant in February 2025 – or 956 unfilled positions.



Michigan has raised corrections officer pay over 18% from 2019 to 2025.

BUDGET IMPACTS

MDOC made up 50% of all state overtime spending in 2024. Its annual overtime costs increased 31% from 2019 to 2024.



DATA SOURCES

Workforce and turnover (FY2024): Michigan Civil Service Commission
 Corrections officer vacancy (as of February 2025): Michigan Department of Corrections
 Incarcerated population (2024): Michigan Department of Corrections
 Salary increase (2019–2025): Michigan Department of Corrections
 Overtime (FY2019–2025): Michigan State Budget Office



4,250

employees work for MNDOC.

8,070

people are incarcerated by MNDOC.

3rd

MNDOC is the third largest state agency.

1. HUMAN SERVICES
2. TRANSPORTATION
3. CORRECTIONS
4. NATURAL RESOURCES
5. IT SERVICES

1/9

state agency employees work for MNDOC.



STAFFING CHALLENGES

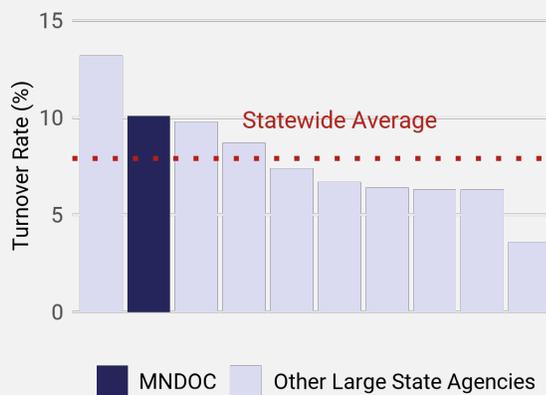
10% of MNDOC staff left their jobs in 2024 – the second highest rate among large state agencies.

25%

of entry-level corrections officers voluntarily left their jobs in 2023 – or 91 people.

13%

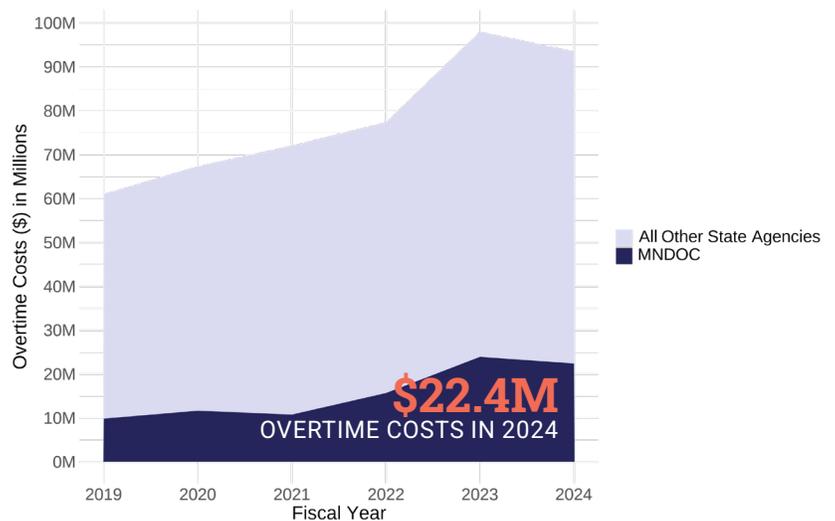
of corrections officer positions were vacant as of March 2024.



Minnesota raised corrections officer pay more than 10% between 2023 and 2024.

BUDGET IMPACTS

MNDOC made up 24% of all state overtime spending in 2024. Its annual overtime costs increased 127% from 2019 to 2024.



DATA SOURCES

Workforce (FY2024) and turnover (FY2024): Minnesota Management and Budget
 Corrections officer vacancy (as of March 2024): Minnesota Department of Corrections
 Incarcerated population (FY2024): Minnesota Department of Corrections
 Salary increase (2023–2024) and corrections officer turnover (FY2024): Minnesota Management and Budget
 Overtime (FY2019–2024): Minnesota Management and Budget



2,250

state employees work for NDCS.

5,870

people are incarcerated by NDCS.

2nd

NDCS is the second largest state agency.

1. HEALTH & HUMAN SERVICES
2. **CORRECTIONS**
3. TRANSPORTATION
4. GAME AND PARKS
5. VETERANS AFFAIRS

1/8

state agency employees work for NDCS.



STAFFING CHALLENGES

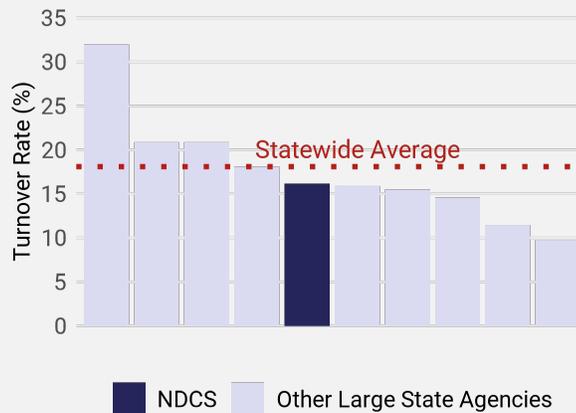
16% of NDCS staff left their jobs in 2023 – the fourth highest rate among large state agencies.

21%

of entry-level corrections officers left their jobs in 2023 – or 214 people.

13%

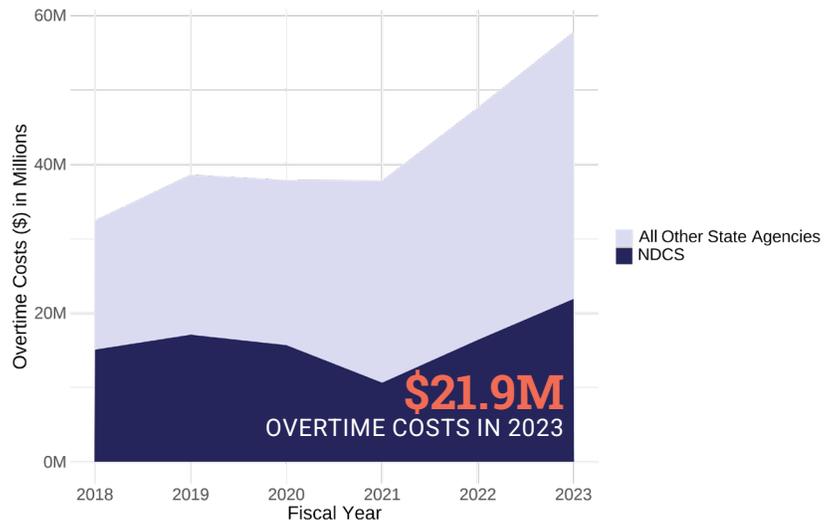
of corrections officer positions were vacant in June 2024 – or 188 unfilled positions.



Nebraska raised starting salaries for corrections officers 40% in 2021.

BUDGET IMPACTS

NDCS made up 38% of all state overtime spending in 2023. Its annual overtime costs increased 45% from 2018 to 2023.



DATA SOURCES

Workforce and turnover (FY2023) and corrections officer turnover (FY2024): Nebraska Department of Administrative Services
 Corrections officer vacancy (as of June 2024): Office of the Inspector General of the Nebraska Correctional System
 Incarcerated population (FY2024): Nebraska Department of Correctional Services
 Salary increase (2021): Nebraska Governor's Office
 Overtime (FY2018–2023): Nebraska Department of Administrative Services



2,340

employees work for NDOC.

10,540

people are incarcerated by NDOC.

2nd

NDOC is the second largest state agency.

1. HEALTH & HUMAN SERVICES
2. **CORRECTIONS**
3. TRANSPORTATION
4. PUBLIC SAFETY
5. MOTOR VEHICLES

1/7

state agency employees work for NDOC.



STAFFING CHALLENGES

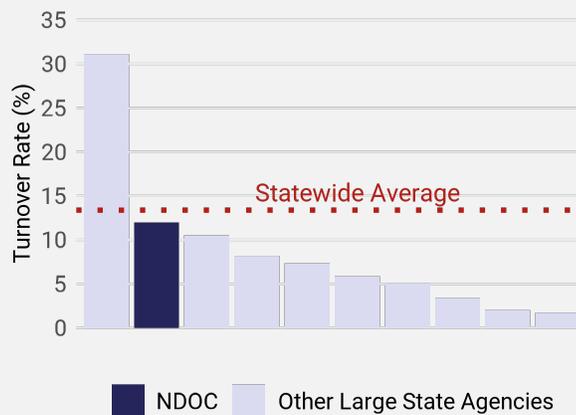
12% of NDOC staff left their jobs in 2024 – the second highest rate among large state agencies.

8%

of entry-level corrections officers voluntarily left their jobs in fiscal year 2025 – or 110 people.

19%

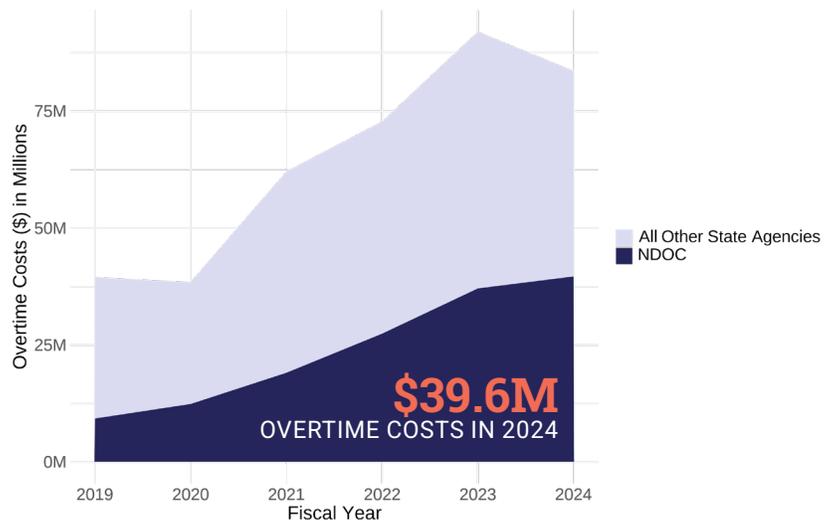
of corrections officer positions were vacant in July 2025 – or 328 unfilled positions.



Nevada raised corrections officer pay 32% between 2021 and 2026.

BUDGET IMPACTS

NDOC made up 47% of all state overtime spending in 2024. Its annual overtime costs increased 327% from 2019 to 2024.



DATA SOURCES

Workforce and turnover (FY2024): Nevada Department of Administration
 Corrections officer vacancy and turnover (FY2025–2026): Nevada Department of Corrections
 Incarcerated population (2024): Nevada Department of Corrections
 Salary increase (FY2021–2026): Nevada Department of Corrections
 Overtime (FY2019–2024): Nevada Department of Administration



730

employees work for NHDOC.

1,850

people are incarcerated by NHDOC.

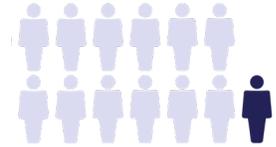
4th

NHDOC is the fourth largest state agency.

1. HEALTH & HUMAN SERVICES
2. TRANSPORTATION
3. SAFETY
4. CORRECTIONS
5. ENVIRONMENTAL SERVICES

1/13

state agency employees work for NHDOC.



STAFFING CHALLENGES

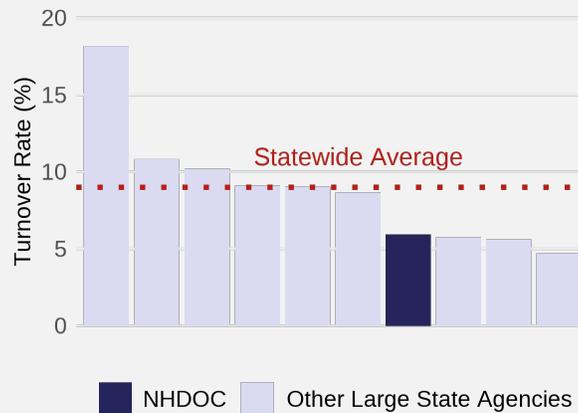
6% of NHDOC staff left their jobs in 2024 – the seventh highest rate among large state agencies.

39

sworn staff left NHDOC in 2024; as a result, the agency only netted 16 new staff out of 55 hires that year.

43%

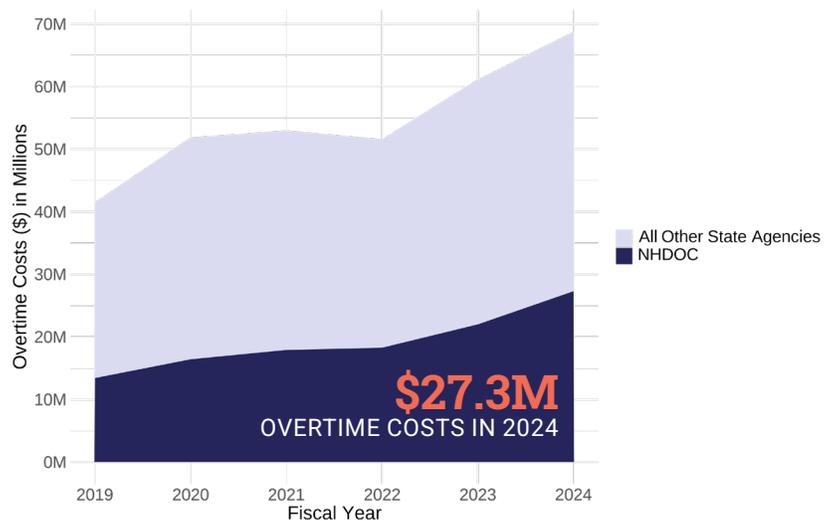
of corrections officer positions were vacant in June 2025.



New Hampshire raised corrections officer salaries 12% between 2023 and 2024, and authorized double overtime pay beginning in 2024.

BUDGET IMPACTS

NHDOC made up 40% of all state overtime spending in 2024. Its annual overtime costs increased 103% from 2019 to 2024.



DATA SOURCES

Workforce and turnover (FY2024): New Hampshire Department of Personnel
 Corrections officer vacancy (as of June 2025) and turnover (FY2024): New Hampshire Department of Corrections
 Incarcerated population (FY2023): New Hampshire Department of Corrections
 Salary increases (2023–2024): New Hampshire Dept. of Admin. Services and New Hampshire Dept. of Corrections
 Overtime (2019–2024): New Hampshire Department of Administrative Services



5,890

state employees work for NJDOC.

11,670

people are incarcerated by NJDOC.

4th

NJDOC is the fourth largest state agency.

1. LAW & PUBLIC SAFETY
2. CHILDREN & FAMILIES
3. HUMAN SERVICES
4. CORRECTIONS
5. TRANSPORTATION

1/9

state agency employees work for NJDOC.



STAFFING CHALLENGES

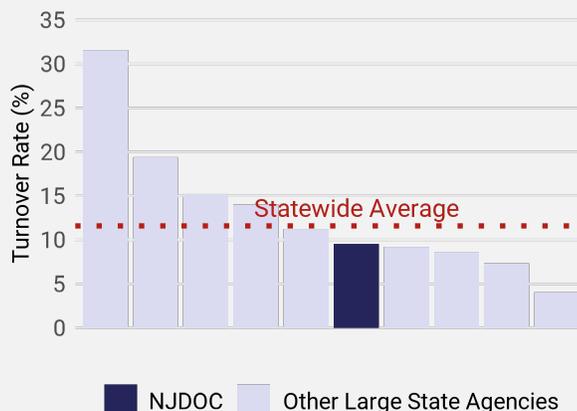
10% of NJDOC staff left their jobs in 2024 – the sixth highest rate among large state agencies.

286

corrections officers left their jobs in 2024, down from a peak of 611 in 2022.

17%

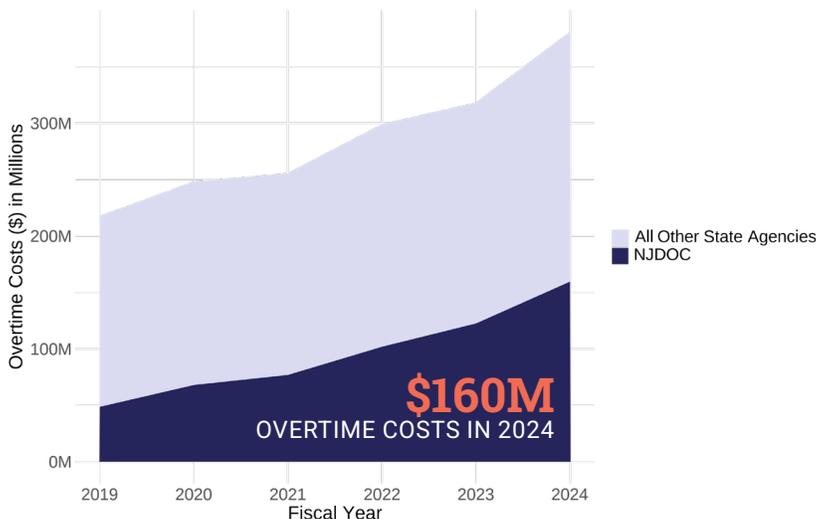
of corrections officer positions were vacant in May 2025 – or 726 unfilled positions.



New Jersey will raise corrections officer salaries a total of 14% between 2023 and 2027.

BUDGET IMPACTS

NJDOC made up 42% of all state overtime spending in 2024. Its annual overtime costs increased 227% from 2019 to 2024.



DATA SOURCES

Workforce (FY2024) and overtime (FY2019–2024): New Jersey Office of Management and Budget
 Turnover (FY2024): New Jersey Department of the Treasury
 Corrections officer vacancy (as of May 2025) and turnover (FY2024): New Jersey Department of Corrections
 Incarcerated population (2024): New Jersey Department of Corrections
 Salary increase (2023–2027): New Jersey Office of the Governor



1,750

employees work for NMCD.

5,860

people are incarcerated by NMCD.

4th

NMCD is the fourth largest state agency.

1. HEALTH
2. TRANSPORTATION
3. HEALTH CARE AUTHORITY
4. **CORRECTIONS**
5. CHILDREN, YOUTH & FAMILIES

1/10

state agency employees work for NMCD.



STAFFING CHALLENGES

15% of corrections officers left their jobs in 2024 – less than the 17% rate for all state employees.

26%

of corrections officer positions were vacant in June 2025 – or 811 unfilled positions.



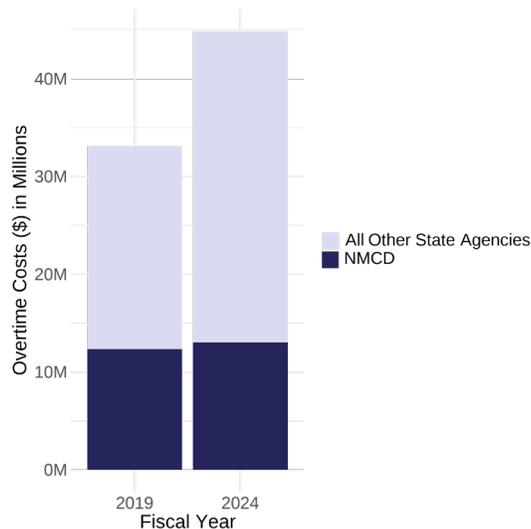
Vacancy Rate



New Mexico raised corrections officer salaries 40% between 2020 and 2025.

BUDGET IMPACTS

NMCD made up 29% of all state overtime spending in 2024. Its annual overtime costs increased 5% from 2019 to 2024.



DATA SOURCES

Workforce (as of September 2025) and turnover (FY2024): New Mexico State Personnel Office
 Corrections officer vacancy and turnover (FY2024): New Mexico Legislative Finance Committee
 Incarcerated population (FY2024): New Mexico Sentencing Commission
 Salary increase (2020–2025): New Mexico Legislative Finance Committee
 Overtime (FY2019–2024): New Mexico State Personnel Office



880

employees work for DOCR.

2,040

people are incarcerated by DOCR.

3rd

DOCR is the third largest state agency.

1. HEALTH & HUMAN SERVICES
2. TRANSPORTATION
3. **CORRECTIONS & REHABILITATION**
4. INFORMATION TECHNOLOGY
5. WORKFORCE SAFETY & INSURANCE

1/10

state agency employees work for DOCR.



STAFFING CHALLENGES

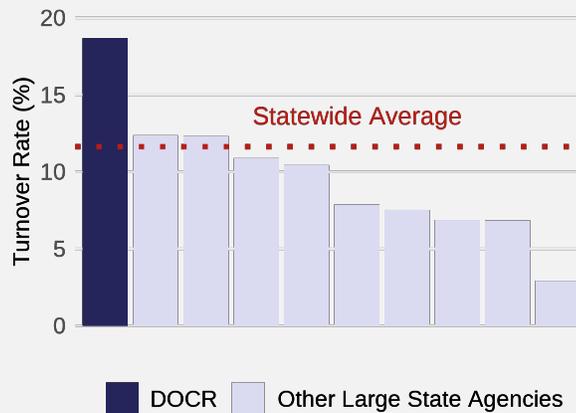
19% of DOCR staff left their jobs in 2024 – the highest rate among large state agencies.

42%

of corrections officers left their jobs in 2024.

5%

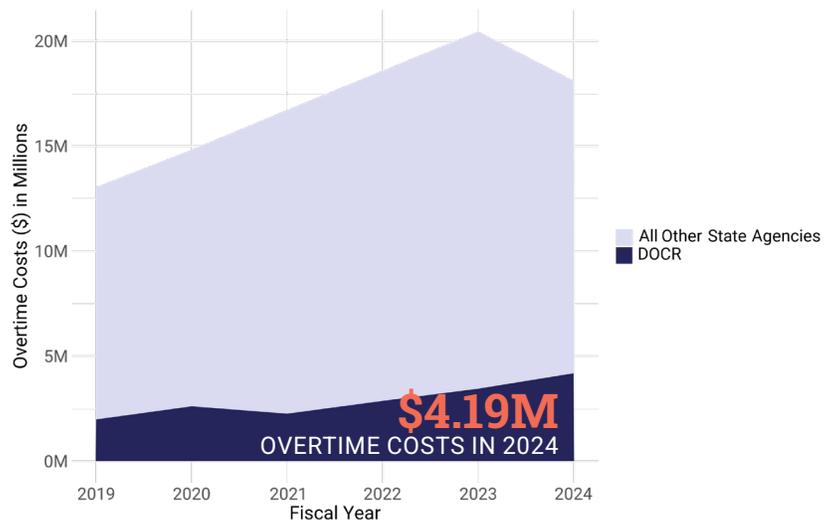
of DOCR positions were vacant in 2024.



North Dakota raised all DOCR employee salaries 10% between 2023 and 2024.

BUDGET IMPACTS

DOCR made up over 23% of all state overtime spending in 2024. Its annual overtime costs increased 111% from 2019 to 2024.



DATA SOURCES

Workforce, turnover, and corrections officer vacancy (FY2024): North Dakota Office of Management and Budget
 Corrections officer turnover (FY2024): North Dakota House Appropriations Committee
 Incarcerated population (2024): North Dakota Department of Corrections and Rehabilitation
 Salary increase (2023–2024): North Dakota Senate Appropriations Committee
 Overtime (FY2019–2024): North Dakota Office of Management and Budget



4,350

employees work for ODOC.

22,690

people are incarcerated by ODOC.

2nd

ODOC is the second largest state agency.

1. HUMAN SERVICES
2. CORRECTIONS
3. TRANSPORTATION
4. HEALTH
5. MENTAL HEALTH & SUBSTANCE ABUSE

1/7

state agency employees work for ODOC.



STAFFING CHALLENGES

24% of corrections officers left their jobs in 2024, slightly higher than the rate for all state employees.

258

corrections officers left their jobs in 2024.

19%

of corrections officer positions were vacant in June 2025 – or 294 unfilled positions.



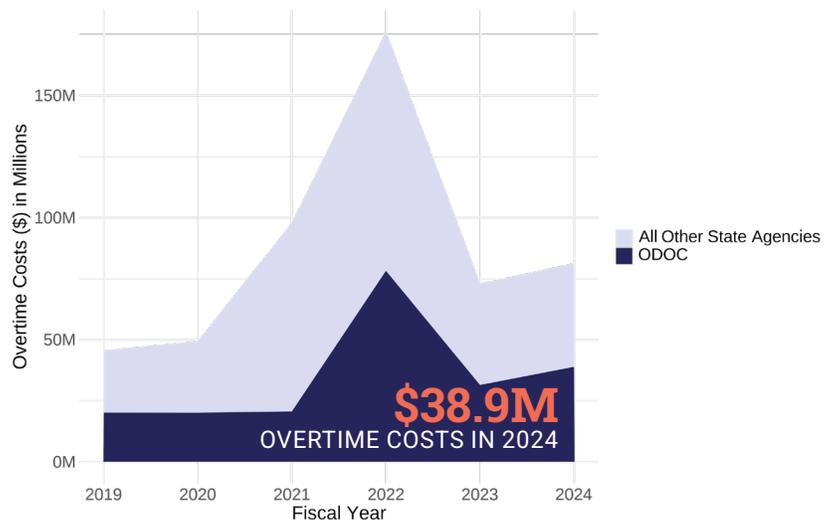
Vacancy Rate



Oklahoma raised corrections officer salaries 30% in 2022.

BUDGET IMPACTS

ODOC made up 48% of all state overtime spending in 2024. Its annual overtime costs increased 93% from 2019 to 2024.



DATA SOURCES

Workforce and turnover (FY2024): Oklahoma Office of Management and Enterprise Services
 Corrections officer vacancy (as of June 2025) and turnover (FY2024): Oklahoma Department of Corrections
 Incarcerated population (2024): Oklahoma Department of Corrections
 Salary increase (2022): Oklahoma Department of Corrections
 Overtime (FY2019–2024): Oklahoma Office of Management and Enterprise Services



4,720

employees work for ODOC.

12,020

people are incarcerated by ODOC.

4th

ODOC is the fourth largest state agency.

1. HUMAN SERVICES
2. HEALTH AUTHORITY
3. TRANSPORTATION
4. **CORRECTIONS**
5. EMPLOYMENT

1/10

state agency employees work for ODOC.



STAFFING CHALLENGES

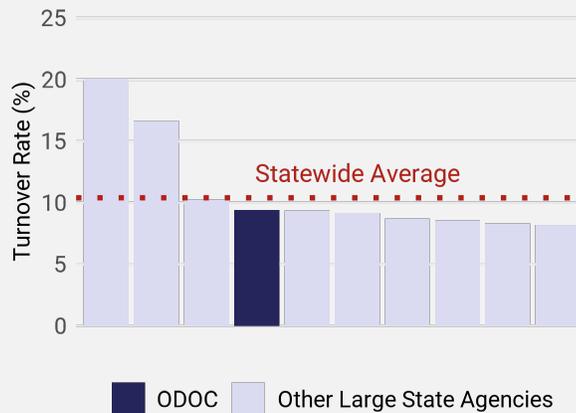
9% of ODOC staff left their jobs in 2024 – the fourth highest rate among large state agencies.

9%

of corrections officers left their jobs in 2024 – or 208 people.

9%

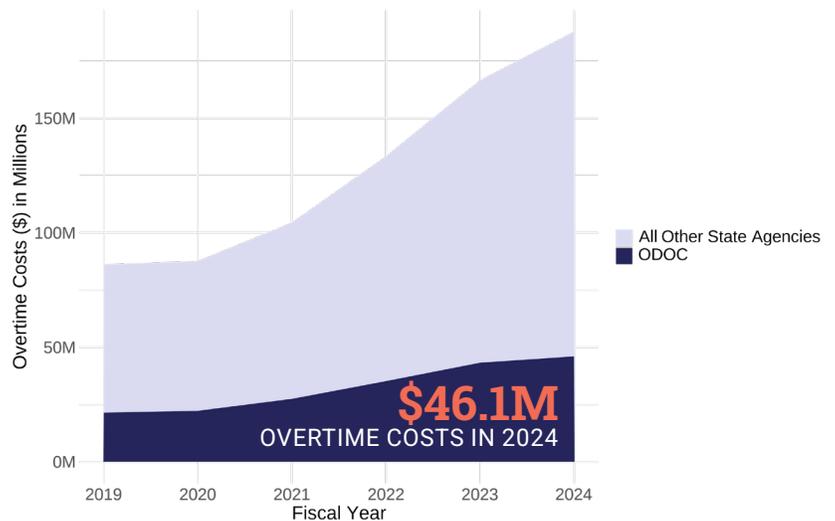
of corrections officer positions were vacant in June 2025 – or 183 unfilled positions.



Oregon raised starting salaries for entry-level corrections officers 54% between 2020 and 2025.

BUDGET IMPACTS

ODOC made up 24% of all state overtime spending in 2024. Its annual overtime costs increased 114% from 2019 to 2024.



DATA SOURCES

Workforce (FY2025) and turnover (2024): Oregon Department of Administrative Services
 Corrections officer vacancy (as of June 2025) and turnover (2024): Oregon Department of Corrections
 Incarcerated population (2024): Oregon Department of Corrections
 Salary increase (2020–2025): Oregon Department of Corrections
 Overtime (2019–2024): Oregon Department of Administrative Services

14,380

employees work for PADOC.

38,260

people are incarcerated by PADOC.

1st

PADOC is the largest state agency.

1. CORRECTIONS
2. HUMAN SERVICES
3. TRANSPORTATION
4. STATE POLICE
5. LABOR AND INDUSTRY

1/5

state agency employees work for PADOC.



STAFFING CHALLENGES

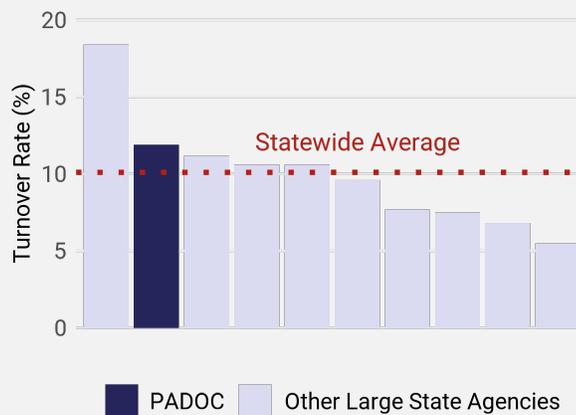
12% of PADOC staff left their jobs in 2024 – the second highest rate among large state agencies.

12%

of corrections officers left their jobs in 2024 – or 1,249 people.

5%

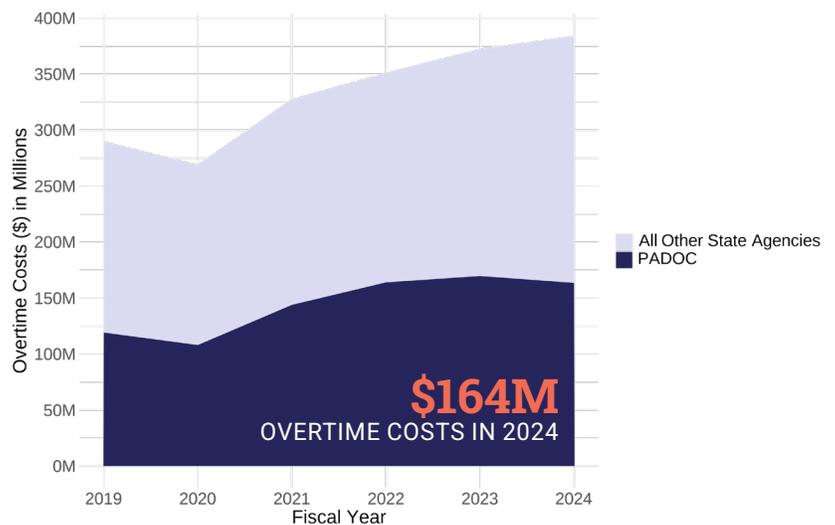
of corrections officer positions were vacant in January 2025 – or about 400 unfilled positions.



Pennsylvania will raise corrections officer salaries 11% between 2023 and 2026.

BUDGET IMPACTS

PADOC made up 43% of all state overtime spending in 2024. Its annual overtime costs increased 37% from 2019 to 2024.



DATA SOURCES

Workforce, turnover, and corrections officer turnover (FY2024): Pennsylvania Office of Administration
 Corrections officer vacancy (as of January 2025): Pennsylvania Department of Corrections
 Incarcerated population (2024): Pennsylvania Department of Corrections
 Salary increase (2023–2026): Pennsylvania Office of Administration
 Overtime (FY2019–2024): Pennsylvania Office of Administration



34,220

state employees work for TDCJ.

134,330

people are incarcerated by TDCJ.

2nd

TDCJ is the second largest state agency.

1. HEALTH & HUMAN SERVICES
2. **CRIMINAL JUSTICE**
3. TRANSPORTATION
4. FAMILY & PROTECTIVE SERVICES
5. PUBLIC SAFETY

1/4

state agency employees work for TDCJ.



STAFFING CHALLENGES

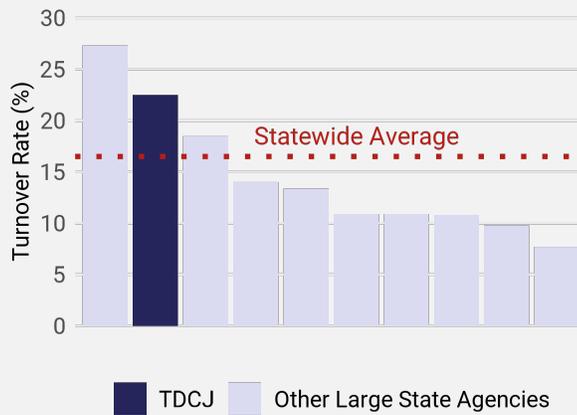
23% of TDCJ staff left their jobs in 2024 – the second highest rate among large state agencies.

35%

of corrections officers left their jobs in 2024 – or 6,353 people.

21%

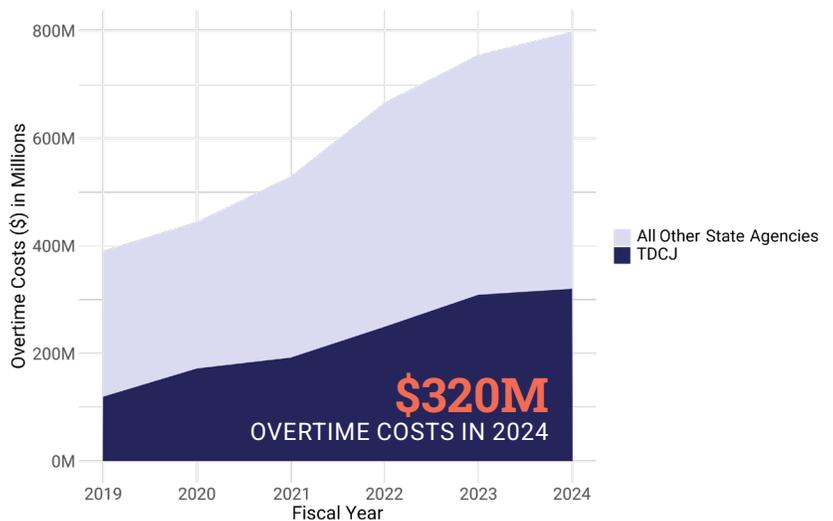
of corrections officer jobs were vacant in April 2025 – or 5,155 unfilled positions.



Texas raised corrections officer salaries 39% between 2020 and 2025.

BUDGET IMPACTS

TDCJ made up 40% of all state overtime costs in 2024. Its annual overtime spending increased 168% from 2019 to 2024.



DATA SOURCES

Workforce and turnover (FY2024): Texas State Auditor's Office
 Corrections officer vacancy (as of April 2025) and turnover (FY2024): Texas Department of Criminal Justice
 Incarcerated population (FY2024): Texas Legislative Budget Board
 Salary increase (2020–2025): Texas Department of Criminal Justice
 Overtime (FY2019–2024): Texas Comptroller of Public Accounts



2,390

state employees work for UDC.

4,510

people are incarcerated by UDC.

3rd

UDC is the third largest state agency.

1. HEALTH AND HUMAN SERVICES
2. NATURAL RESOURCES
3. **CORRECTIONS**
4. WORKFORCE SERVICES
5. TRANSPORTATION

1/10

state agency employees work for UDC.



STAFFING CHALLENGES

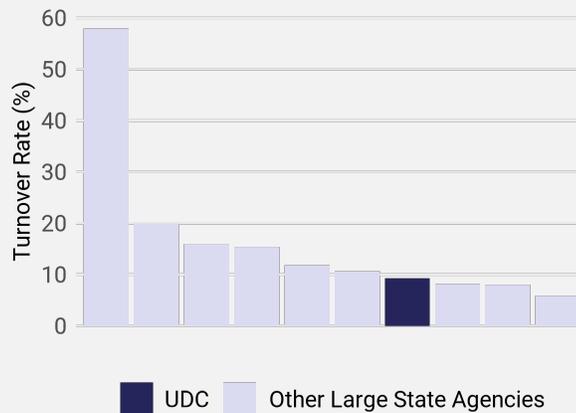
9% of UDC staff left their jobs in 2024 – the seventh highest rate among large state agencies.

9%

of corrections officers left their jobs in 2024 – or 69 people.

10%

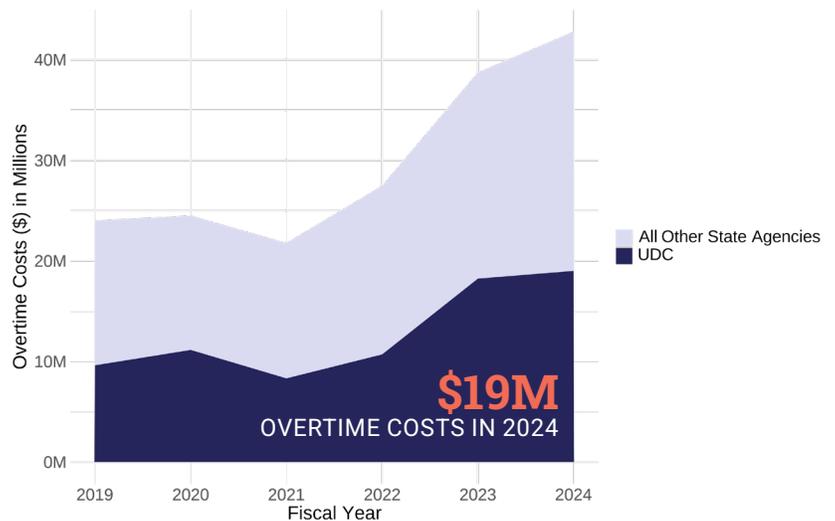
of corrections officer positions were vacant in June 2025 – or 117 unfilled positions.



Utah raised entry-level corrections officer pay 52% between 2020 and 2025.

BUDGET IMPACTS

UDC made up 44% of all state overtime costs in 2024. Its annual overtime spending increased 98% from 2019 to 2024.



DATA SOURCES

Workforce and turnover (FY2024): Utah Division of Human Resource Management
 Corrections officer vacancy (as of June 2025) and turnover (2024): Utah Department of Corrections
 Incarcerated population (2023): Utah Department of Corrections
 Salary increase (FY2020–2025): Utah Department of Corrections
 Overtime (FY2019–2024): Utah Division of Human Resource Management



940

state employees work for VDOC.

1,370

people are incarcerated by VDOC.

2nd

VDOC is tied for second largest state agency.

1. TRANSPORTATION
2. **CORRECTIONS**
3. CHILDREN & FAMILIES
4. HEALTH
4. PUBLIC SAFETY

1/9

state agency employees work for VDOC.



STAFFING CHALLENGES

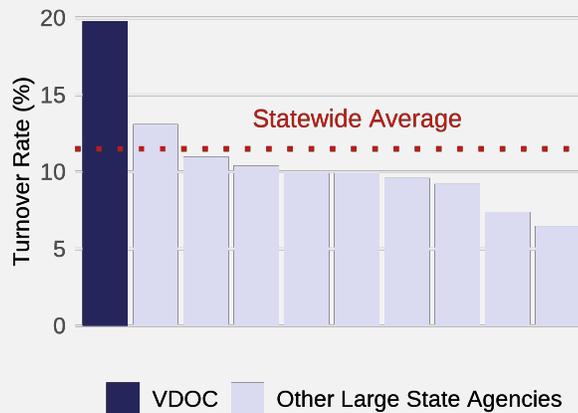
20% of VDOC staff left their jobs in 2024 – the highest rate among large state agencies.

200

VDOC employees left their jobs in 2024.

11%

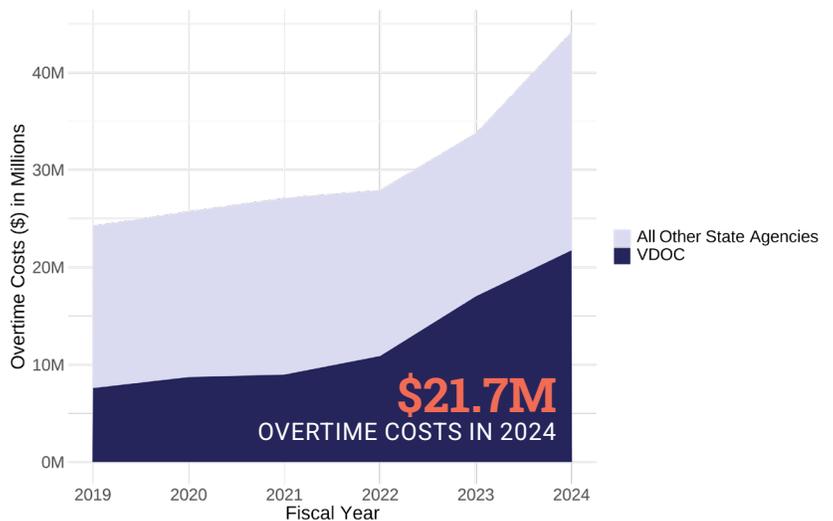
of corrections officer jobs were vacant in 2024 – or 350 unfilled positions.



In 2022, VDOC launched its “Stability & Sustainability Plan,” including targeted pay raises and retention bonuses for corrections officers continuing through 2026.

BUDGET IMPACTS

VDOC made up 49% of all state overtime spending in 2024. Its annual overtime costs increased 186% from 2019 to 2024.



DATA SOURCES

Workforce and turnover (FY2024): Vermont Department of Human Resources
 Corrections officer vacancy (FY2024): Vermont Department of Human Resources
 Incarcerated population (FY2024) and corrections officer turnover (2024): Vermont Department of Corrections
 Salary increase (2022): Vermont Legislature
 Overtime (FY2019–2024): Vermont Department of Human Resources



8,930

employees work for WIDOC.

23,380

people are incarcerated by WIDOC.

1st

WIDOC is the largest state agency.

1. CORRECTIONS
2. HEALTH SERVICES
3. TRANSPORTATION
4. NATURAL RESOURCES
5. WORKFORCE DEVELOPMENT

1/3

state agency employees work for WIDOC.



STAFFING CHALLENGES

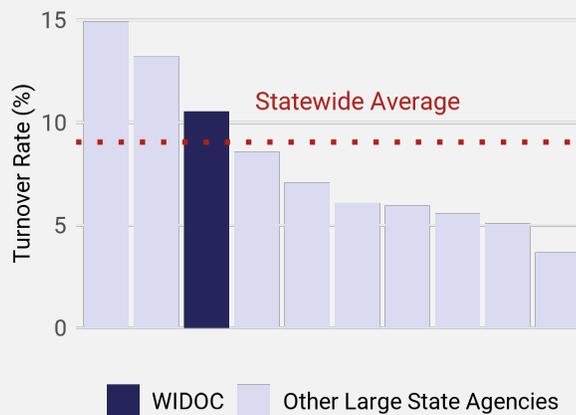
11% of WIDOC staff left their jobs in 2024 – the third highest rate among large state agencies.

9%

of corrections officers left their jobs in 2024.

16%

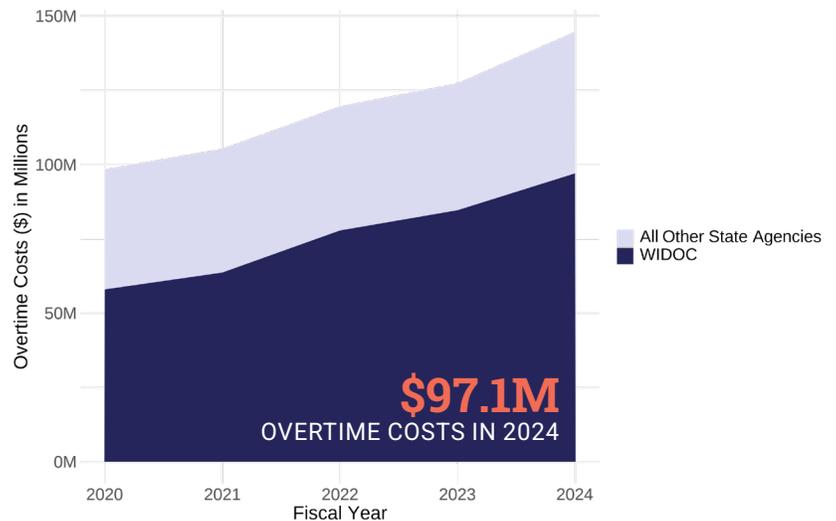
of corrections officer positions were vacant in May 2025 – or 481 unfilled positions.



Wisconsin raised corrections officer salaries 46% between 2020 and 2024.

BUDGET IMPACTS

WIDOC made up 67% of all state overtime spending in 2024. Its annual overtime costs increased 84% from 2020 to 2024.



DATA SOURCES

Workforce (as of December 2024) and turnover (FY2024): Wisconsin Department of Administration
 Corrections officer vacancy (as of May 2025) and turnover (2024): Wisconsin Department of Corrections
 Incarcerated population (2024): Wisconsin Department of Corrections
 Salary increase (2020–2024): Wisconsin Department of Corrections
 Overtime (2019–2024): Wisconsin Department of Administration

840

state employees work for WDOC.

2,420

people are incarcerated by WDOC.

3rd

WDOC is the third largest state agency.

1. TRANSPORTATION
2. HEALTH
3. CORRECTIONS
4. FAMILY SERVICES
5. WORKFORCE SERVICES

1/10

state agency employees work for WDOC.



STAFFING CHALLENGES

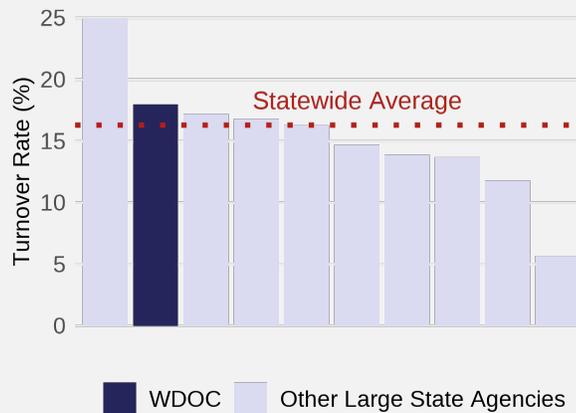
18% of WDOC staff left their jobs in 2024 – the second highest rate among large state agencies.

20%

of entry-level corrections officers voluntarily left their jobs in 2024 – or 51 people.

20%

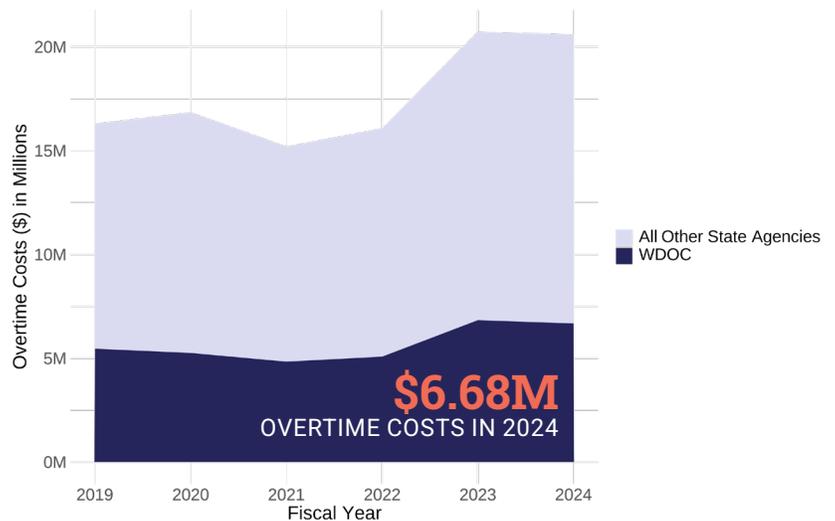
of corrections officer jobs were vacant in May 2025 – or 107 unfilled positions.



Wyoming raised corrections officer pay 19% between 2020 and 2024.

BUDGET IMPACTS

WDOC made up 32% of all state overtime spending in 2024. Its annual overtime costs increased 22% from 2019 to 2024.



DATA SOURCES

Workforce and turnover (FY2024): Wyoming Department of Administration & Information
 Corrections officer vacancy and turnover (as of May 2025): Wyoming Department of Administration & Information
 Incarcerated population (2024): Wyoming Department of Corrections
 Salary increase (2020–2025): Wyoming Department of Administration & Information
 Overtime (FY2019–2024): Wyoming State Auditor's Office

APPENDIX B

Health and Safety Trends

This appendix presents selected data findings indicating an overall upward trend in critical incidents within state corrections agencies – at least among those states with publicly available information. A summary table provides an assessment of data availability by state agency, followed by graphs and charts that offer comparative snapshots covering the period from 2019 to 2024.

It is important to note that states differ in how they classify and count specific incidents or define particular population characteristics. While this section seeks to illustrate national patterns using broadly comparable definitions, direct cross-state comparisons are not possible.

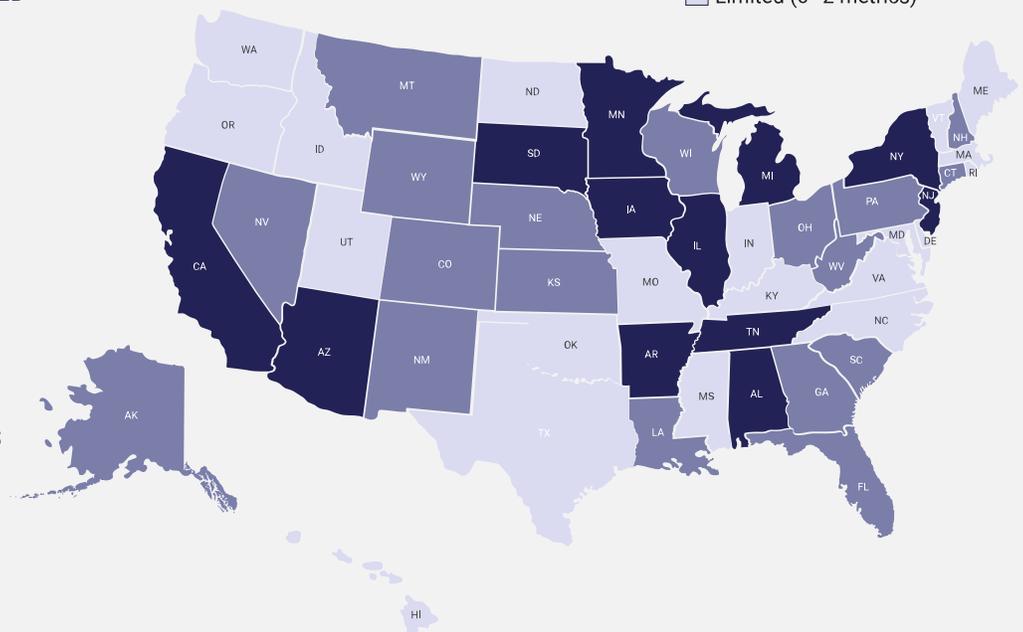
Health and safety metrics considered for this analysis

To assess the state of the corrections field in terms of health and safety metrics, the websites of all 50 state corrections departments were reviewed for publicly reported information. Specifically, the authors evaluated whether corrections agencies had published data for the past six years for the following 14 metrics:

- PREA INCIDENTS
- ASSAULTS ON STAFF
- ASSAULTS ON INCARCERATED PEOPLE
- DEATHS IN CUSTODY
- SUICIDES
- STAFF USES OF FORCE
- ATTEMPTED SUICIDES/ SELF-HARM
- ESCAPES
- CONTRABAND: DRUGS
- CONTRABAND: WEAPONS
- CONTRABAND: CELLPHONES
- DISCIPLINARY INCIDENTS
- LOCKDOWNS
- PROGRAM CANCELLATIONS

Metric Availability

- Comprehensive (8–12 metrics)
- Moderate (3–7 metrics)
- Limited (0–2 metrics)



Additional population characteristics collected to provide context

The following population characteristics were collected from states to assess the degree to which populations are changing with regard to violent behavior or the complexity of care needs:

- HISTORY OF VIOLENT OFFENSES
- SECURITY THREAT GROUP AFFILIATION
- SERIOUS MENTAL ILLNESS
- AGE 50 YEARS OR OLDER

The findings presented here modestly underrepresent the full range of information publicly reported by state corrections agencies. In some instances — such as in Arizona, California, and New Hampshire — agencies have only recently begun publishing relevant metrics, resulting in incomplete trend data across the full reporting period. Other states, including Nebraska, Ohio, and Pennsylvania, publish graphs showing many of these metrics, but do not provide the underlying numerical data needed for this analysis. A few states, such as Colorado and Georgia, previously reported on these indicators but have since discontinued doing so. The table on the following page summarizes the publicly available data for 14 key metrics, regardless of whether the data were used in the summary findings. Each finding cites the state agencies for which data were available across the 2019–2024 timeframe.

Several metrics sought for inclusion were ultimately excluded due to limited reporting years or inconsistent definitions. These include lockdowns, program cancellations, disciplinary incidents, and self-harm incidents. While many states report on escapes, these events are sufficiently rare that year-over-year trend analysis yields limited insight.

Additional contextual information was collected on the evolving composition of prison populations — specifically, the proportion of individuals with a history of violent offenses (including sex offenses), affiliated with a Security Threat Group (STG), diagnosed with a serious mental illness, and aged 50 years or older. As these population characteristics shift, so too must the skills and strategies required to manage individuals effectively within corrections institutions.

Throughout the analysis, methodological decisions were made to reduce the influence of outlier observations. In some cases, the median value across states was used to represent the data; in others, the mean was applied. For the analysis of population characteristics, data from 2019 and 2024 were compared as bookends to assess changes over time.

The next two pages present the public availability of health and safety trends on state websites.

Availability of Key Health and Safety Metrics

STATE	Assaults on Incarcerated People	Assaults on Staff	Staff Uses of Force	Deaths	Contraband: Weapons	Contraband: Drugs	Contraband: Cellphones	Incidents of Self-Harm	Disciplinary Incidents	Escapes	Lockdowns	PREA Incidents	Programming Cancellations	Suicides	TOTAL
Alabama	●	●		●	●	●	●		●	●		●		●	10
Alaska				●								●		●	3
Arizona	●	●		●	●	●	●	●				●		●	9
Arkansas	●	●	●	●	●	●	●		●	●		●			10
California	●	●	●	●		●				●	●	●		●	9
Colorado	●	●	●	●						●		●		●	7
Connecticut	●	●	●						●	●		●		●	7
Delaware				●								●			2
Florida		●		●	●	●	●					●		●	7
Georgia				●	●	●	●		●	●		●			7
Hawaii				●								●			2
Idaho												●			1
Illinois	●	●	●	●				●			●	●		●	8
Indiana												●			1
Iowa	●	●			●	●	●	●		●		●		●	9
Kansas	●	●		●						●		●		●	6
Kentucky												●			1
Louisiana	●	●		●						●		●		●	6
Maine												●			1
Maryland												●			1
Massachusetts												●			1
Michigan	●	●	●	●	●	●	●					●		●	9
Minnesota	●	●	●	●	●	●				●		●		●	9
Mississippi												●			1
Missouri												●			1
Montana				●						●		●		●	4

● Indicates a state with data publicly available, and included in this report

● Indicates a state with data publicly available, but not included in this report

Availability of Key Health and Safety Metrics

STATE	Assaults on Incarcerated People	Assaults on Staff	Staff Uses of Force	Deaths	Contraband: Weapons	Contraband: Drugs	Contraband: Cellphones	Incidents of Self-Harm	Disciplinary Incidents	Escapes	Lockdowns	PREA Incidents	Programming Cancellations	Suicides	TOTAL
Nebraska	●	●	●	●								●			5
Nevada				●						●		●			3
New Hampshire	●		●			●		●		●		●		●	7
New Jersey	●	●	●		●	●	●			●		●			8
New Mexico	●	●								●		●			4
New York	●	●	●	●	●	●	●	●		●		●		●	11
North Carolina												●			1
North Dakota												●			1
Ohio	●	●							●	●		●			5
Oklahoma												●			1
Oregon												●			1
Pennsylvania	●	●		●						●		●		●	6
Rhode Island												●			1
South Carolina	●						●			●		●			4
South Dakota	●	●	●	●				●		●		●		●	8
Tennessee	●	●	●	●	●	●	●	●		●	●	●		●	12
Texas												●			1
Utah												●			1
Vermont												●			1
Virginia			●									●			2
Washington												●			1
West Virginia		●								●		●			3
Wisconsin		●		●								●			3
Wyoming		●								●		●			3
TOTAL	22	24	14	23	11	13	11	7	5	23	3	50	0	19	

● Indicates a state with data publicly available, and included in this report

● Indicates a state with data publicly available, but not included in this report

ASSAULTS ON INCARCERATED PEOPLE

Health and Safety Trends

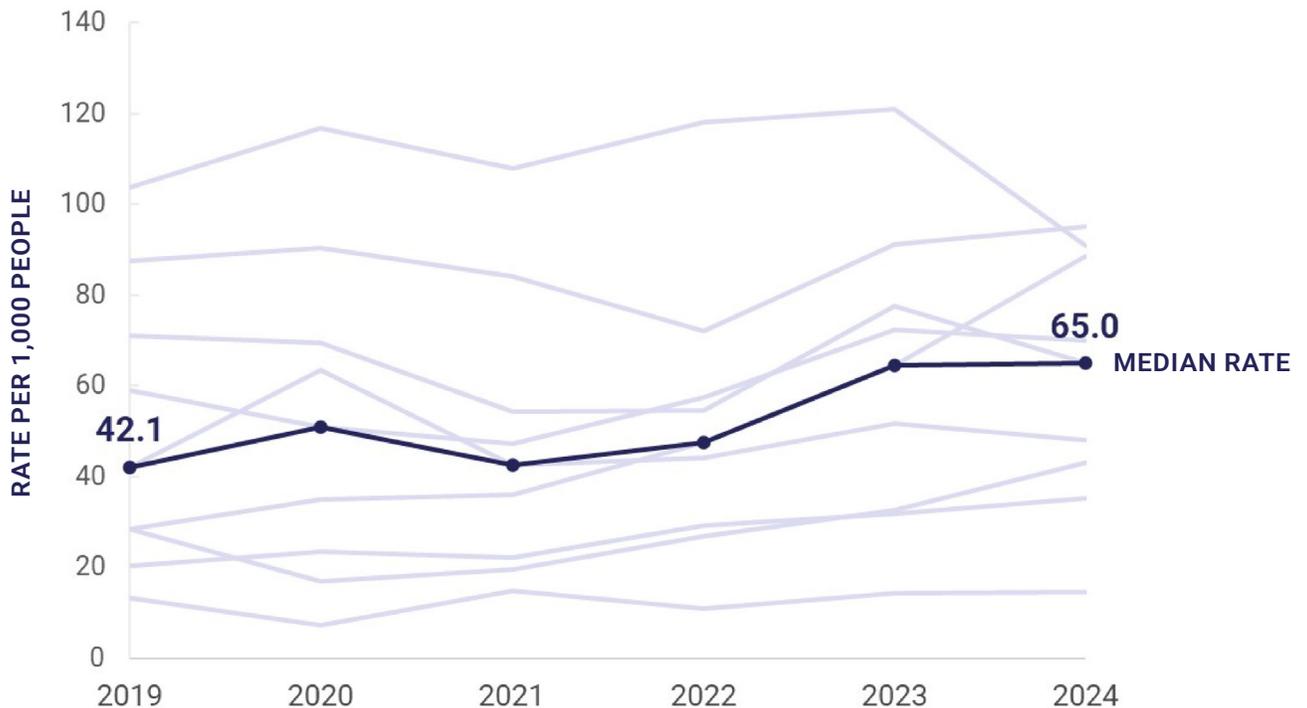
The definition of assaults on incarcerated people by other incarcerated people can vary in public reporting. Some state corrections agencies include shoving or spitting in the definition of assaults, while others exclude those incidents and report only fights, incidents involving minor injuries, and incidents involving major injuries. Some states, such as **Iowa, Kansas, and New Mexico**, report only serious incidents. For the chart below, only nine states had sufficiently similar definitions across the same timeframe to be included in the report.

+ 54%

Increase in Rate
of Assaults on
Incarcerated People

Median across States

ASSAULTS ON INCARCERATED PEOPLE | 2019–2024



DATA SOURCES

Data was accessed from state corrections agencies in the following states: Alabama, Arkansas, California, Illinois, Michigan, Minnesota, New York, South Dakota, and Tennessee. For more specific sources, please refer to Appendix C.

ASSAULTS ON STAFF

Health and Safety Trends

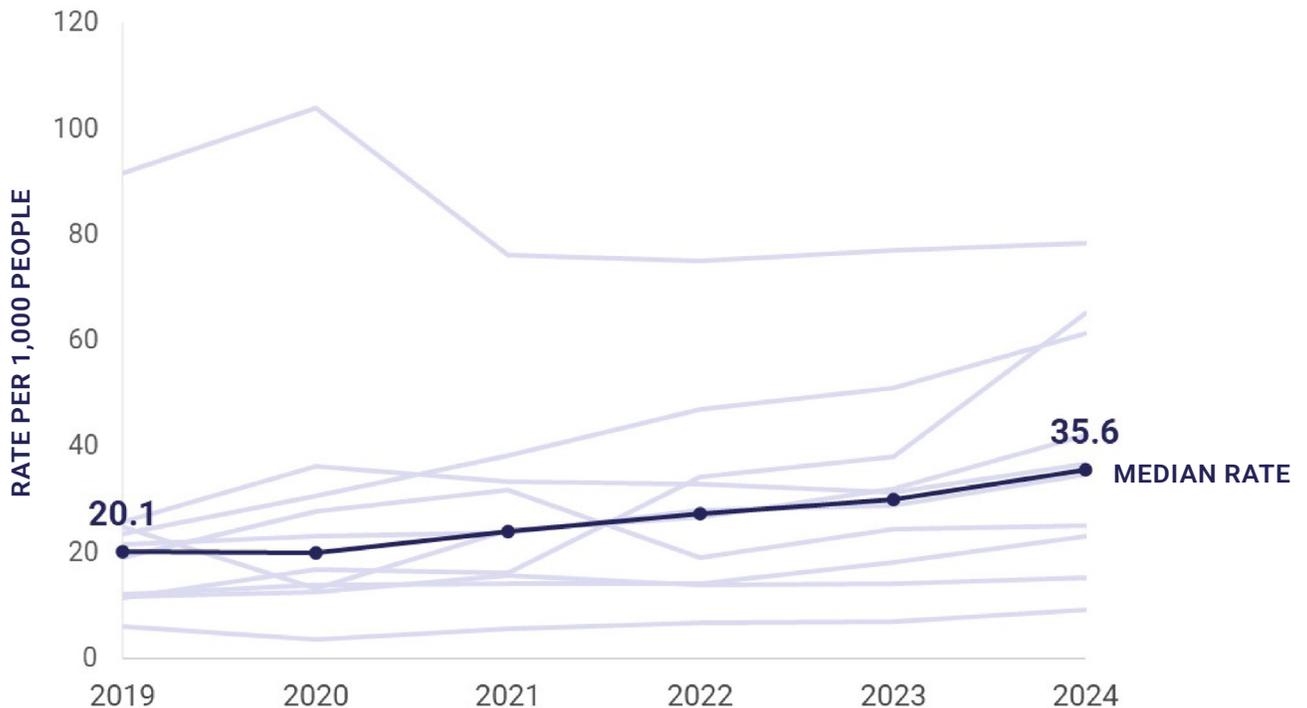
The definition of assaults on staff by incarcerated people also varies in public reporting, although more state agencies report on this metric than on other incidents involving violence. As with assaults on incarcerated people, a few states report only serious incidents. This list includes **Iowa, Kansas, New Mexico, South Carolina, and South Dakota**. For the chart below, 10 states had sufficiently similar definitions across the same timeframe to be included in the report.

+ 77%

Increase in Rate of Assaults on Staff

Median across States

ASSAULTS ON STAFF | 2019–2024



DATA SOURCES

Data was accessed from state corrections agencies in the following states: Alabama, Arkansas, California, Illinois, Michigan, Minnesota, New Jersey, New York, Tennessee, and Wisconsin. For more specific sources, please refer to Appendix C.

STAFF USES OF FORCE

Health and Safety Trends

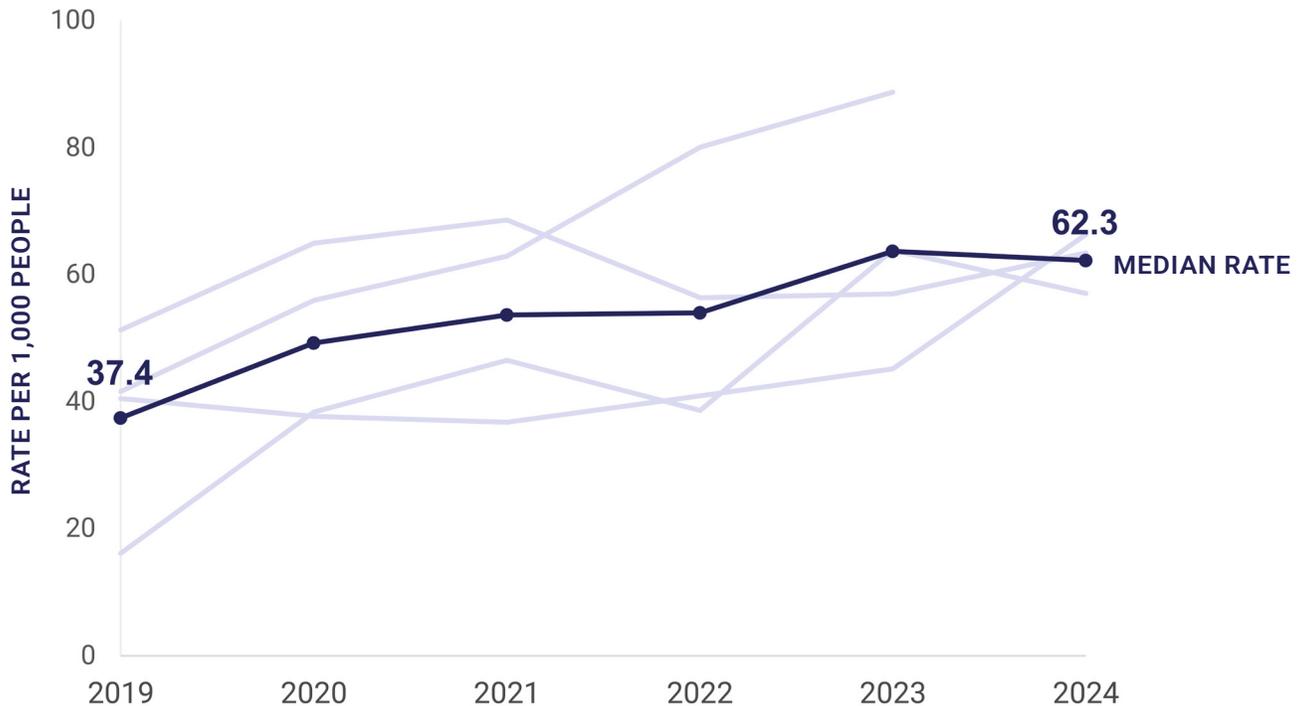
Very few states report publicly on staff uses of force against people incarcerated in their systems, but certainly all states collect this information. The analysis found that only four states reported this metric publicly over the 2019–2024 timeframe. Because of the extremely limited sample size, it is not possible to draw a reliable estimate about national trends from the data.

Some agencies, including the Arkansas DOC and Colorado DOC, previously reported on staff uses of force. The South Dakota DOC recently started reporting this metric (as of FY2023).

**Too little data,
too few states.**

Trends are not possible
to discern.

STAFF USES OF FORCE | 2019–2024



New York did not have use-of-force data for 2024.

DATA SOURCES

Data was accessed from state corrections agencies in the following states: Illinois, Michigan, New York, and Tennessee. For more specific sources, please refer to Appendix C.

DEATHS IN CUSTODY

Health and Safety Trends

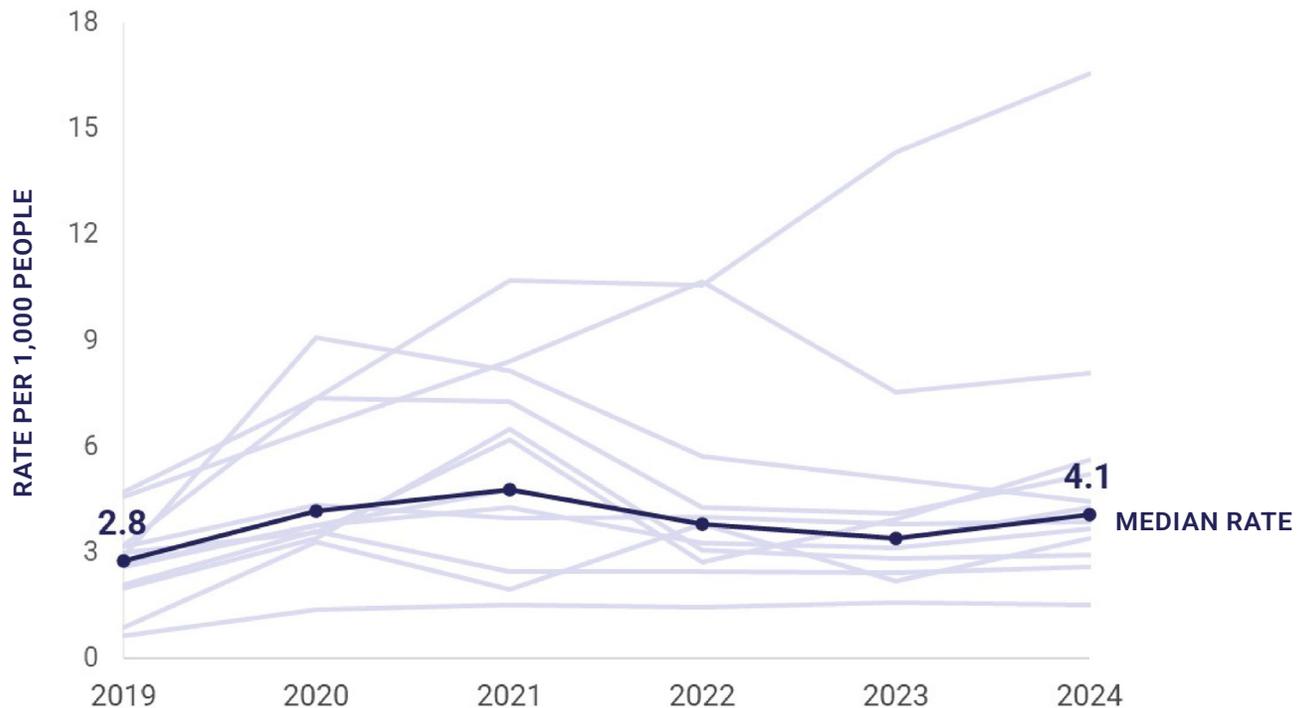
Definitions for deaths in custody tend not to vary from state to state, but states do vary in terms of whether they report the cause of death. Previously, all states reported deaths in custody as part of a federal requirement. It is no longer a requirement, and not all states publish deaths annually. For the chart below, 12 states were found to report deaths in custody across the 2019–2024 timeframe.

+ 47%

Increase in Rate of Deaths in Custody

Median across States

DEATHS IN CUSTODY | 2019–2024



DATA SOURCES

Data was accessed from state corrections agencies in the following states: Alabama, Alaska, California, Illinois, Kansas, Michigan, Montana, New York, Nevada, South Dakota, Tennessee, and Wisconsin. For more specific sources, please refer to Appendix C.

CONTRABAND SEIZURES

Health and Safety Trends

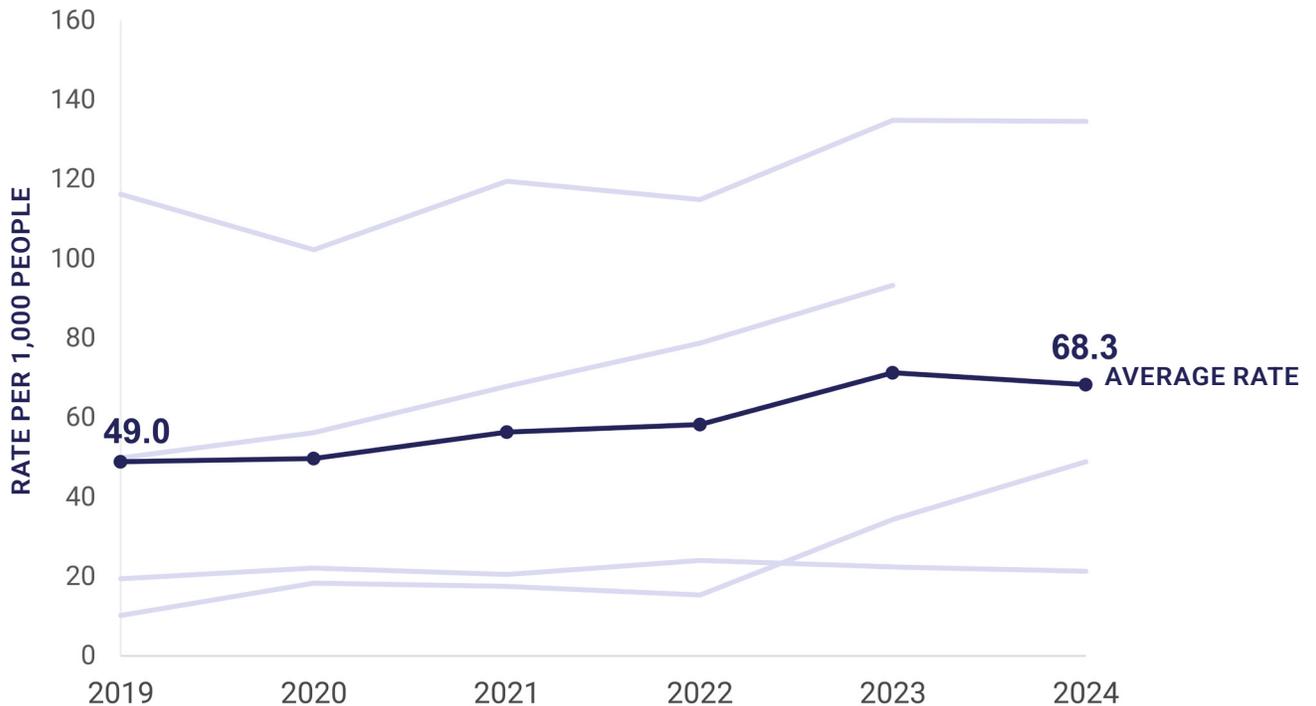
Reporting on contraband seizures varies considerably across states. In some years, states report unusually large volumes of confiscated contraband, making it difficult to identify consistent year-over-year trends. Definitions also differ: some agencies report only “serious” contraband, while others include all seized items.

Reporting on weapons confiscations also lacks uniformity. Certain agencies track only convictions associated with a confiscated weapon, whereas others report the number of weapons seized. The chart below presents the number of weapons seized, as this measure is the most consistently reported across states.

**Too little data,
too few states.**

Trends are not possible
to discern.

WEAPONS CONTRABAND | 2019–2024



New York did not have data for 2024.

DATA SOURCES

Data was accessed from state corrections agencies in the following states: Florida, Minnesota, New Jersey, and New York. For more specific sources, please refer to Appendix C.

CONTRABAND SEIZURES

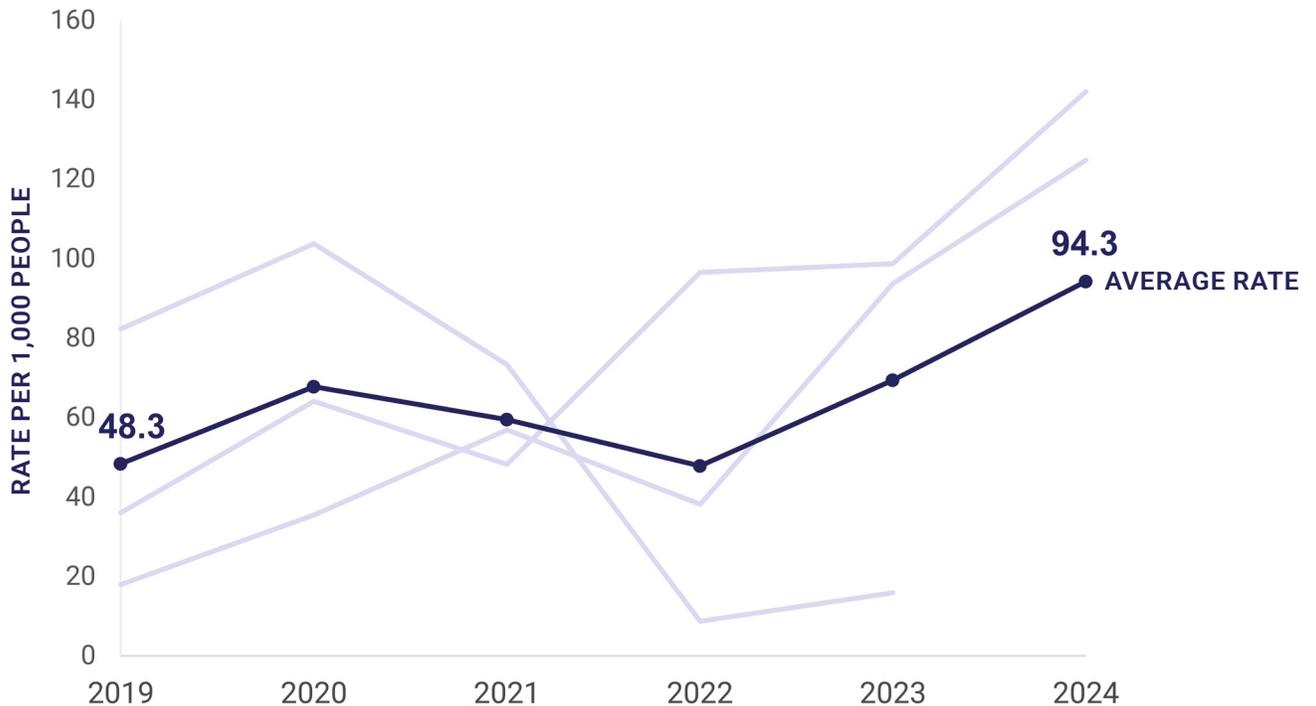
Health and Safety Trends

As with weapons seizures, reporting on drug seizures varies widely across the country. Some state agencies report the volume of items seized – such as the number of pills or the weight of drugs – rather than the number of incidents. In some cases, the type of contraband reported changes from year to year, or reporting is intermittent, making cross-year comparisons challenging. The chart below presents the volume of drugs confiscated, as this measure is the most consistently reported across states.

**Too little data,
too few states.**

Trends are not possible
to discern.

DRUGS CONTRABAND | 2019–2024



New York did not have data for 2024.

DATA SOURCES

Data was accessed from state corrections agencies in the following states: Minnesota, New Jersey, and New York. For more specific sources, please refer to Appendix C.

POPULATION CHARACTERISTICS

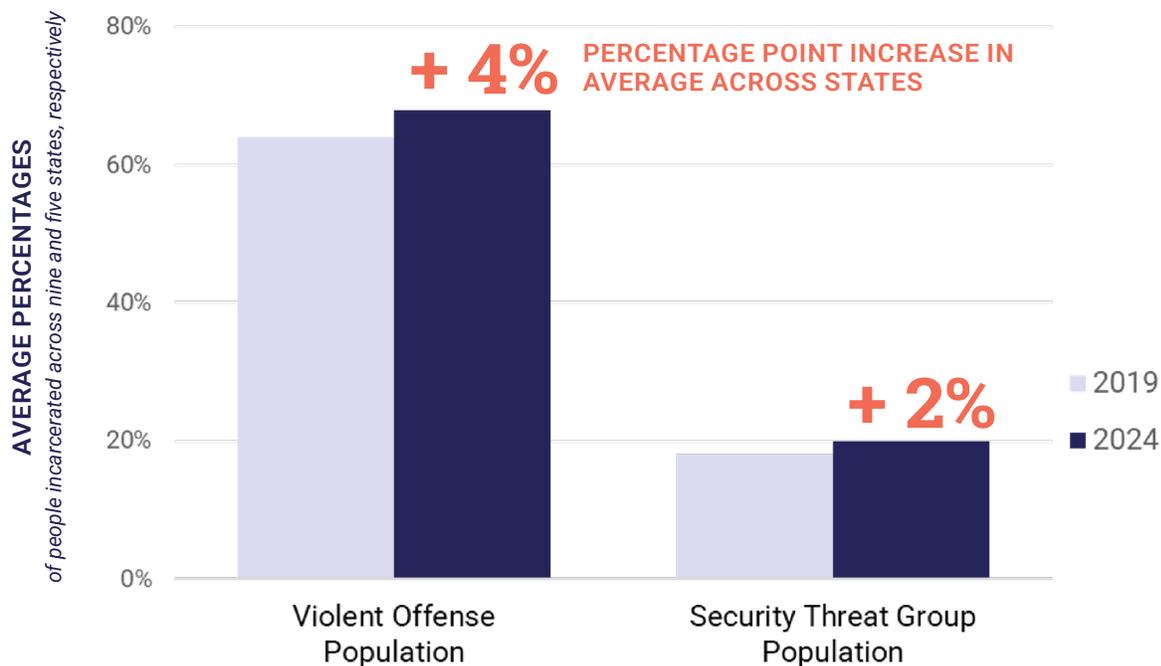
Health and Safety Trends

Departments of corrections often categorize people in custody to identify individuals with a history of violent offense convictions or affiliated with an STG. These characteristics can provide context around trends in critical incidents. The trends here suggest that, although the share of the population with histories of violence or affiliations with violent groups has grown slightly, it is not to a degree that keeps pace with the increase in violent incidents.

Increased violent incidents did not come with a corresponding change in population.

POPULATION CHARACTERISTICS: VIOLENT OFFENSES AND SECURITY THREAT GROUPS

2019 Compared to 2024



DATA SOURCES

Data was accessed from state corrections agencies in the following states: Alabama, Arizona, Colorado, Florida, Georgia, Kansas, New Jersey, New York, Ohio, and Texas. For more specific sources, please refer to Appendix C.

POPULATION CHARACTERISTICS

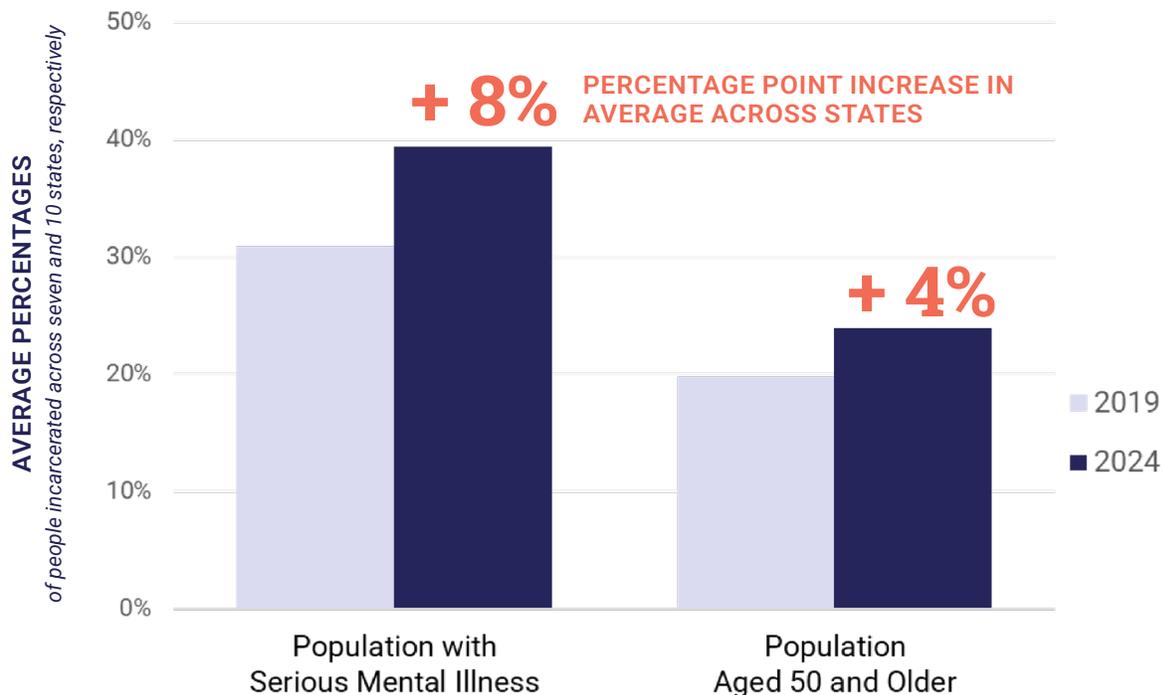
Health and Safety Trends

Over the past few decades, the prison population has been aging. Long sentences, combined with a large population convicted of violent offenses, have tilted the average age of the population upwards. This has costly implications for corrections agencies, both in terms of increased staffing needs for people over 50 and increased healthcare costs. Departments of corrections also provide treatment and medication for people with serious mental illness in their facilities, following improvements to how they identify this population.

Complexity of care is increasing in custodial settings.

POPULATION CHARACTERISTICS: SERIOUS MENTAL ILLNESS AND AGE 50 YEARS AND OLDER

2019 Compared to 2024



DATA SOURCES

Data was accessed from state corrections agencies in the following states: Alabama, Arizona, Colorado, Florida, Georgia, Illinois, Kansas, Minnesota, Montana, New Jersey, Ohio, Vermont, and Wisconsin. For more specific sources, please refer to Appendix C.

APPENDIX C

Sources and Methods

This appendix documents the unique data collection and analysis undertaken for this project to examine workforce trends and indicators of health and safety in state corrections departments in all 50 states.

The tables below detail the sources used to generate figures that appear in the report and associated appendices. Sources that include a website link were last verified and accessed in October 2025. Sources obtained from an information request were requested and received from Spring 2024 to Summer 2025.

Every effort has been made to ensure that the data analysis presented in this report is transparent and accessible, a challenging task given the wide variability of data availability, format, and methods across state sources. Please contact info@safeinside.org with any questions.

The two sections that follow provide:

1. Sources used for the ***workforce trend analysis*** as presented in Appendix A: State Corrections Workforce Profiles and related figures in the main report.
2. Sources used for the ***health and safety trend analysis*** presented in Appendix B: Health and Safety Trends and related figures in the main report.

Workforce Trends

Sources and Methods

The information on workforce trends came from publicly available reports, databases, and public records requests to state administrative, human resources, financial, and corrections agencies. The figures reported here only include information on the operation of state adult corrections facilities and do not include juvenile facilities or staffing. The table below outlines the common methodology applied across states, with state-specific exceptions noted in the following tables. When necessary, platforms such as Tabula and Python were used to import, convert, and clean data.

METRIC	APPROACH
Statewide Workforce Counts	<ul style="list-style-type: none"> Limited to executive branch agencies when possible; excluded higher education, judicial, and legislative branches if separately identified. Aggregated sub-departments/facilities into agency totals when provided at the sub-level. Reported figures as defined by each state human resources agency; definitions of “employee” vary. Most states provided headcount data; alternate definitions are noted. Used the most recent snapshot available (e.g., end of FY2024) or the latest reported figure. State definitions of fiscal year vary.
Statewide Turnover	<ul style="list-style-type: none"> States use varying methods and rarely provide detailed definitions. The most common measure is the number of separations over a year divided by the average number of employees. Alternate methods or lack of documentation are noted. As with workforce counts, turnover reflects differing definitions of “employee.”
Statewide Overtime Expenditures	<ul style="list-style-type: none"> Reported total expenditures, including state, federal, and other sources where specified. Captured trends from FY2019 to FY2024 when available; otherwise used the most recent figure. State definitions of fiscal year vary.
Corrections Department Staffing <i>Vacancy, Turnover, Salary Increases</i>	<ul style="list-style-type: none"> Reporting varies widely across DOCs. When requesting corrections officer vacancy rates directly from DOCs, Safe Inside requested a ratio of filled to budgeted positions on a snapshot date. Reported on all corrections officer positions unless otherwise specified (e.g., when data included all DOC staff or only certain officer classes). Standardized titles to “corrections officer” (some states use terms like “uniformed security staff”).
Incarcerated Population	<ul style="list-style-type: none"> Typically reported as a one-day snapshot (e.g., first or last day of a fiscal/calendar year). Noted when data came from unified systems (i.e., included local jails). Juvenile populations excluded.

Workforce Trends

Sources and Methods



ALASKA

The following sources were used for Appendix A and report figures 2, 3, 8, 11, 12, 13, and 16.

	SOURCE	ACCESS/NOTES
STATEWIDE	Workforce Alaska Department of Administration, <i>State of Alaska Workforce Profile</i> , fiscal year 2024	Online * DOC workforce includes supervision staff (e.g., probation and/or parole)
	Turnover Alaska Department of Administration, <i>Executive Branch Separation Rates by Fiscal Year</i> , fiscal year 2024	Information request (no cost) * Data provided as 'Separation Rate': Number of employees who remained separated at the end of the fiscal year divided by the number of active employees at the end of the fiscal year
	Overtime Alaska Department of Administration, <i>Executive Branch Employees with FY Earnings</i> , fiscal years 2019–2024	Information request (no cost) * Data preparation was performed in Python using standard packages
DEPARTMENT OF CORRECTIONS	Vacancy Alaska Department of Corrections, as of April 2025	Information request (no cost)
	Turnover Alaska Department of Corrections, as of April 2025	Information request (no cost)
	Salary Increase Alaska Department of Corrections, fiscal years 2019–2023	Information request (no cost)
	Incarcerated Population Alaska Department of Corrections, 2024 <i>Offender Profile</i> , fiscal year 2024	Online * Unified system

Workforce Trends

Sources and Methods



ARIZONA

The following sources were used for Appendix A and report figures 2, 3, 11, 12, 13, and 16.

	SOURCE	ACCESS/NOTES
STATEWIDE	Workforce Arizona State Personnel System, <i>State of Arizona Fiscal Year 2024 Workforce Report</i> , as of June 30, 2024	Online * DOC workforce includes supervision staff (e.g., probation and/or parole)
	Turnover Arizona State Personnel System, <i>State of Arizona Fiscal Year 2024 Workforce Report</i> , fiscal year 2024	Online
	Overtime Office of the State Treasurer of Arizona, <i>Arizona Financial Transparency Portal</i> , fiscal years 2019–2024	Online
DEPARTMENT OF CORRECTIONS	Vacancy Arizona Department of Corrections, Rehabilitation & Reentry, <i>ADCRR Strategic Plan for Fiscal Years 2025-2029</i> , as of September 3, 2024	Online
	Salary Increase Arizona Joint Legislative Budget Committee, <i>FY 2023 Appropriations Report: General Provisions of the General Appropriation Act and Other Overall Issues</i> , as of July 2022	Online * Salary increase provided for all ADCRR employees as salary increase for corrections officers was unavailable
	Incarcerated Population Arizona Department of Corrections, Rehabilitation & Reentry, <i>Inmate Fact Sheet</i> , fiscal year 2024	Online



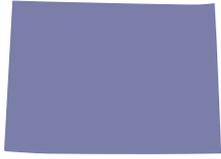
CALIFORNIA

The following source was used for Appendix A and report figures 2 and 3.

	SOURCE	ACCESS/NOTES
Workforce STATEWIDE	California State Controller's Office, <i>Active State Employees by Department/Facility</i> , as of 2025	Online

Workforce Trends

Sources and Methods



COLORADO

The following sources were used for Appendix A and report figures 2, 3, 8, 11, 12, 13, and 16.

	SOURCE	ACCESS/NOTES
STATEWIDE	Workforce Colorado Department of Personnel and Administration, <i>State of Colorado Workforce Report FY 2023-2024</i> , as of June 30, 2024	Online * DOC workforce includes supervision staff (e.g., probation and/or parole)
	Turnover Colorado Department of Personnel and Administration, <i>State of Colorado Workforce Report FY 2023-2024</i> , fiscal year 2024	Online
	Overtime Colorado Secretary of State, <i>Transparency Online Project System (TOPS) Expenses</i> , fiscal years 2019–2024	Online
DEPARTMENT OF CORRECTIONS	Vacancy Colorado Department of Corrections, as of June 18, 2025	Information request (no cost) * All frontline security positions
	Turnover Colorado Department of Personnel and Administration, <i>State of Colorado Workforce Report FY 2023-2024</i> , fiscal year 2024	Online * Turnover rate provided for all CDOC employees as turnover rate for corrections officers was unavailable
	Salary Increase Colorado Department of Corrections, fiscal years 2020–2025	Information request (no cost)
	Incarcerated Population Colorado Department of Corrections, <i>Monthly Population and Capacity Report</i> , fiscal year 2024	Online

Workforce Trends

Sources and Methods



CONNECTICUT

The following sources were used for Appendix A and report figures 2, 3, 11, 12, and 13.

	SOURCE	ACCESS/NOTES
STATEWIDE	Workforce Connecticut Department of Administrative Services, <i>CT Open Data: Monthly Executive Branch Employee Count by Agency</i> , fiscal year 2024	Online * DOC workforce includes supervision staff (e.g., probation and/or parole)
	Overtime Connecticut Office of Fiscal Analysis, <i>Agency Overtime Reports, FY19 - FY24</i> , fiscal years 2019–2024	Online * Limited to General Fund expenditures due to availability of data for other funds
DEPARTMENT OF CORRECTIONS	Vacancy Connecticut Department of Correction	Information request (no cost) * Data request was made in April 2025, calendar or fiscal year was not provided with data
	Turnover Connecticut Office of State Comptroller, <i>Interdepartmental Memorandum, Correctional Officers (NP-4) Collective Bargaining Unit Contract July 1, 2021, through June 30, 2025</i> , fiscal years 2023–2025	Online
	Salary Increase Connecticut Office of State Comptroller, <i>Interdepartmental Memorandum, Correctional Officers (NP-4) Collective Bargaining Unit Contract July 1, 2021, through June 30, 2025</i> , fiscal years 2023–2025	Online
	Incarcerated Population Connecticut Department of Correction, <i>Monthly Population Trends</i> , calendar year 2024	Online * Unified system



DELAWARE

The following source was used for Appendix A and report figures 3, 11, and 12.

	SOURCE	ACCESS/NOTES
Overtime STATEWIDE	Delaware Department of Finance, <i>Delaware Open Checkbook</i> , fiscal years 2019–2024	Online

Workforce Trends

Sources and Methods



FLORIDA

The following sources were used for Appendix A and report figures 2, 3, 13, and 16.

	SOURCE	ACCESS/NOTES
STATEWIDE	Workforce Florida Department of Management Services, as of July 1, 2024	Information request (cost) <i>* DOC workforce includes supervision staff (e.g., probation and/or parole)</i>
	Turnover Florida Department of Management Services, fiscal year 2024	Information request (cost)
	Overtime Florida Department of Management Services, fiscal years 2020–2024	Information request (cost) <i>* Does not include benefits</i>
DEPARTMENT OF CORRECTIONS	Vacancy Florida Department of Management Services, as of July 2024	Information request (cost) <i>* Vacancy rate provided for all FDC positions as vacancy rate for corrections officers was unavailable</i>
	Turnover Florida Department of Management Services, fiscal year 2024	Information request (cost) <i>* Turnover rate provided for all FDC positions as turnover rate for corrections officers was unavailable</i>
	Salary Increase Florida Executive Office, Governor Ron DeSantis and the Florida Department of Corrections Announce Increased Hiring Bonuses and Additional Incentives for Correctional Officers, 2022	Online
	Incarcerated Population Florida Department of Corrections, Annual Report 2023–2024, fiscal year 2024	Online

Workforce Trends

Sources and Methods



GEORGIA

The following sources were used for Appendix A; report figures 2, 3, 11, 12, and 16; and Table 1.

	SOURCE	ACCESS/NOTES
STATEWIDE	Workforce Georgia Department of Administrative Services, <i>State of Georgia Fiscal Year 2024 Workforce Report</i> , fiscal year 2024	Online * Full-time equivalents
	Turnover Georgia Department of Administrative Services, <i>State of Georgia Fiscal Year 2024 Workforce Report</i> , fiscal year 2024	Online
	Overtime Georgia Department of Corrections, fiscal years 2019–2024	Information request (no cost) * Tables were extracted from PDFs using Tabula
DEPARTMENT OF CORRECTIONS	Vacancy Georgia Department of Corrections, <i>Fiscal Year 2024 Annual Report</i> , fiscal year 2024	Online
	Turnover Georgia Department of Corrections, <i>Fiscal Year 2024 Annual Report</i> , fiscal year 2024	Online
	Salary Increase Georgia House Budget and Research Office, <i>Amended Fiscal Year 2025 State Budget House Bill 67 - House Highlights</i> , fiscal years 2021–2025	Online
	Incarcerated Population Georgia Department of Corrections, <i>Fiscal Year 2024 Annual Report</i> , fiscal year 2024	Online

Workforce Trends

Sources and Methods



IDAHO

The following sources were used for Appendix A; report figures 2, 3, 8, 11, 12, and 16; and Table 1.

	SOURCE	ACCESS/NOTES
STATEWIDE	Workforce Idaho State Controller's Office, <i>Transparent Idaho, Current Employee Counts</i> , as of January 7, 2025	Online * DOC workforce includes supervision staff (e.g., probation and/or parole)
	Turnover Idaho State Controller's Office, fiscal year 2024	Information request (no cost)
	Overtime Idaho State Controller's Office, fiscal years 2019–2024	Information request (no cost)
DEPARTMENT OF CORRECTIONS	Vacancy Figure 8: Idaho Department of Correction, as of May 2025 Appendix A: Idaho Department of Correction, <i>Recruiting and Retention 2025 Correctional Officer Workforce Update</i> , as of July 2025	Figure 8: Information request (no cost) * Ratio of filled to budgeted positions Appendix A: Online
	Turnover Idaho Department of Correction, as of July 2024–May 2025	Information request (no cost)
	Salary Increase Idaho Department of Correction, fiscal years 2020–2025	Information request (no cost)
	Incarcerated Population Idaho Department of Correction, <i>Population Dashboards</i> , calendar year 2024	Online



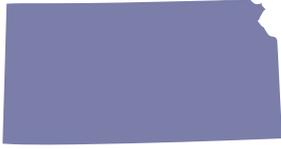
IOWA

The following source was used for Appendix A and report figures 2 and 3.

	SOURCE	ACCESS/NOTES
Workforce STATEWIDE	Iowa Department of Administrative Services, <i>State of Iowa Executive Branch Employee Counts by Month and Agency</i> , fiscal year 2024	Online * Full-time equivalents

Workforce Trends

Sources and Methods



KANSAS

The following sources were used for Appendix A; report figures 2, 3, and 16; and Table 1.

	SOURCE	ACCESS/NOTES
STATEWIDE	Workforce Kansas Department of Administration, <i>2024 State of Kansas Workforce Report</i> , fiscal year 2024	Online
	Turnover Kansas Department of Administration, <i>2024 State of Kansas Workforce Report</i> , fiscal year 2024	Online
	Overtime Kansas Department of Administration, <i>OpenGov: Payroll – State Employee Overtime</i> , fiscal years 2018–2023	Online
DEPARTMENT OF CORRECTIONS	Vacancy Kansas Department of Corrections, as of July 2024	Information request (no cost) * <i>Uniformed positions</i>
	Turnover Kansas Department of Administration, <i>2024 State of Kansas Workforce Report</i> , fiscal year 2024	Online * <i>Entry-level corrections officers</i>
	Salary Increase Kansas Department of Corrections, as of November 28, 2021–June 9, 2024	Information request (no cost)
	Incarcerated Population Kansas Department of Corrections, <i>2024 Annual Report</i> , fiscal year 2024	Online

Workforce Trends

Sources and Methods



LOUISIANA

The following sources were used for Appendix A and report figures 2, 3, 13, and 16.

	SOURCE	ACCESS/NOTES
STATEWIDE	Workforce Louisiana State Civil Service Commission, <i>State of Louisiana Annual Report on Turnover: Fiscal Year 2024</i> , fiscal year 2024	Online
	Turnover Louisiana State Civil Service Commission, <i>State of Louisiana Annual Report on Turnover: Fiscal Year 2024</i> , fiscal year 2024	Online
	Overtime Louisiana Division of Administration, <i>Louisiana Checkbook: Expenditure Dashboard</i> , fiscal years 2020–2024	Online
DEPARTMENT OF CORRECTIONS	Vacancy Louisiana State Civil Service Commission, <i>State of Louisiana Annual Report on Turnover: Fiscal Year 2024</i> , fiscal year 2024	Online * Turnover rate provided for corrections cadets, vacancy rate for all corrections officers unavailable
	Turnover Louisiana State Civil Service Commission, <i>State of Louisiana Annual Report on Turnover: Fiscal Year 2024</i> , fiscal year 2024	Online * Turnover rate provided for all DPSC-CS employees as turnover rate for corrections officers was unavailable
	Incarcerated Population Louisiana Department of Public Safety & Corrections-Corrections Services, <i>Demographic Trend Dashboard</i> , calendar year 2024	Online * About 15,000 of the total state incarcerated population figure reported here are housed in county jails

Workforce Trends

Sources and Methods



MAINE

The following source was used for Appendix A and report figures 2 and 3.

	SOURCE	ACCESS/NOTES
Workforce STATEWIDE	Maine Department of Administrative and Financial Services, fiscal year 2024	Information request (no cost) * Full-time equivalents



MARYLAND

The following sources were used for Appendix A and report figures 2, 3, 8, 11, 12, 13, and 16.

	SOURCE	ACCESS/NOTES
STATEWIDE	Workforce	Maryland Department of Budget and Management, <i>Maryland Full Time Equivalent</i> s, fiscal year 2024 Online * Full-time equivalents
	Turnover	Maryland Department of Budget and Management, fiscal year 2024 Information request (no cost)
	Overtime	Maryland Department of Budget and Management, fiscal years 2019–2024 Information request (no cost)
DEPARTMENT OF CORRECTIONS	Vacancy	Maryland Department of Public Safety and Correctional Services, as of June 2025 Information request (no cost)
	Salary Increase	Maryland Department of Public Safety and Correctional Services, as of January 2020–June 2025 Information request (no cost)
	Incarcerated Population	Maryland Department of Public Safety and Correctional Services, <i>DOC Annual Data Dashboard</i> , fiscal year 2023 Online * Includes people serving sentences as well as people in pretrial status and on federal holds

Workforce Trends

Sources and Methods



MASSACHUSETTS

The following sources were used for Appendix A and report figures 2, 3, 8, 11, 12, 13, and 16.

	SOURCE	ACCESS/NOTES
STATEWIDE	Workforce Commonwealth of Massachusetts Human Resources Division, fiscal year 2024	Information request (no cost) * Full-time equivalents
	Turnover Commonwealth of Massachusetts Human Resources Division, fiscal year 2024	Information request (no cost)
	Overtime Office of the Comptroller, <i>CTHRU - Statewide Payroll Open Portal</i> , calendar years 2019–2024	Online * Data preparation was performed in Python using standard packages
	Vacancy Massachusetts Department of Correction, as of July 2025	Information request (no cost)
DEPARTMENT OF CORRECTIONS	Turnover Commonwealth of Massachusetts Human Resources Division, fiscal year 2024	Information request (no cost) * Turnover rate provided for all MADOC employees as turnover rate for corrections officers was unavailable
	Salary Increase Commonwealth of Massachusetts Human Resources Division, <i>Memorandum of Understanding between the Commonwealth of Massachusetts and the Massachusetts Correction Officers Federated Union for a Successor Agreement</i> , fiscal years 2020–2025	Online * Corrections officer starting salaries
	Incarcerated Population Massachusetts Department of Correction, <i>Population Data Dashboards</i> , calendar year 2024	Online

Workforce Trends

Sources and Methods



MICHIGAN

The following sources were used for Appendix A and report figures 2, 3, 8, 11, 12, 13, and 16.

	SOURCE	ACCESS/NOTES
STATEWIDE	Workforce Michigan Civil Service Commission, <i>Forty-Fifth Annual Workforce Report: Fiscal Year 2023-2024</i> , fiscal year 2024	Online
	Turnover Michigan Civil Service Commission, <i>Forty-Fifth Annual Workforce Report: Fiscal Year 2023-2024</i> , fiscal year 2024	Online
	Overtime Michigan State Budget Office, fiscal years 2019–2024	Information request (no cost)
DEPARTMENT OF CORRECTIONS	Vacancy Michigan Department of Corrections, <i>Staffing Reports</i> , as of February 2025	Online
	Turnover Michigan Civil Service Commission, <i>Forty-Fifth Annual Workforce Report: Fiscal Year 2023-2024</i> , fiscal year 2024	Online * Turnover rate provided for all MDOC employees as turnover rate for corrections officers was unavailable
	Salary Increase Michigan Department of Corrections, <i>Staffing Reports</i> , fiscal years 2019–2025	Online
	Incarcerated Population Michigan Department of Corrections, <i>Offender Census Summary Reports</i> , calendar year 2024	Online

Workforce Trends

Sources and Methods



MINNESOTA

The following sources were used for Appendix A and report figures 2, 3, 11, 12, 13, and 16.

	SOURCE	ACCESS/NOTES
STATEWIDE	Workforce Minnesota Office of Management and Budget, <i>Full-Time Equivalent (FTE) Reports</i> , fiscal year 2024	Online * Full-time equivalents
	Turnover Minnesota Management and Budget, fiscal year 2024	Information request (no cost)
	Overtime Minnesota Management and Budget, <i>State Employee Payroll Data</i> , fiscal years 2019–2024	Online * Data preparation was performed in Python using standard packages
DEPARTMENT OF CORRECTIONS	Vacancy Minnesota Department of Corrections, <i>Implementation, Staffing, and Infrastructure Update</i> , as of March 1, 2024	Online
	Turnover Minnesota Office of Management and Budget, <i>State of Minnesota Workforce Planning Report: FY 2023</i> , fiscal year 2023	Online * Correctional officer I
	Salary Increase Minnesota Office of Management and Budget, <i>Agreement between Unit 208 and the State of Minnesota: July 1, 2023 through June 30, 2025</i> , as of July 2023–July 2024	Online
	Incarcerated Population Minnesota Department of Corrections, <i>Performance Report 2024</i> , fiscal year 2024	Online * Total adult facility population

Workforce Trends

Sources and Methods



MISSOURI

The following source was used for Appendix A and report figures 3 and 8.

SOURCE

ACCESS/NOTES

Vacancy
DEPARTMENT OF
CORRECTIONS

Missouri Department of Corrections, as of May 2025

Information request (no cost)



MONTANA

The following source was used for Appendix A; report figure 3; and Table 1.

SOURCE

ACCESS/NOTES

Salary Increase
DEPARTMENT OF
CORRECTIONS

Montana Department of Corrections, fiscal years 2020–2025

Information request (no cost)

STATEWIDE

Workforce Trends

Sources and Methods



NEBRASKA

The following source was used for Appendix A; report figure 3; and Table 1.

	SOURCE	ACCESS/NOTES
STATEWIDE	Workforce Nebraska Department of Administrative Services, <i>State of Nebraska 2024 Personnel Almanac</i> , as of December 2023	Online
	Turnover Nebraska Department of Administrative Services, <i>State of Nebraska 2024 Personnel Almanac</i> , fiscal year 2023	Online
	Overtime Nebraska Department of Administrative Services, <i>State of Nebraska 2024 Personnel Almanac</i> , fiscal years 2018–2023	Online
DEPARTMENT OF CORRECTIONS	Vacancy Office of Inspector General of the Nebraska Correctional System, Nebraska Department of Correctional Services, <i>2024 Annual Report, NDCS Quarterly Population Summary</i> , as of June 2024	Online
	Turnover Department of Administrative Services, <i>State of Nebraska 2024 Personnel Almanac</i> , fiscal year 2024	Online * <i>Corrections corporal</i>
	Salary Increase Nebraska Governor, <i>Gov. Ricketts, Corrections Officer Union Celebrate Historic Compensation Agreement</i> , 2021	Online * <i>New corporals in corrections workforce</i>
	Incarcerated Population Nebraska Department of Correctional Services, <i>NDCS Quarterly Population Summaries</i> , fiscal year 2024	Online * <i>Average daily population for the last quarter of FY2024</i>

Workforce Trends

Sources and Methods



NEVADA

The following sources were used for Appendix A; report figures 2, 3, 11, 12, 13, and 16; and Table 1.

	SOURCE	ACCESS/NOTES
STATEWIDE	Workforce Nevada Department of Human Resource Management, <i>State of Nevada Workforce Report: FY 2023 - 2024</i> , fiscal year 2024	Online
	Turnover Nevada Department of Human Resource Management, <i>State of Nevada Workforce Report: FY 2023 - 2024</i> , fiscal year 2024	Online * <i>Methods for turnover rate not provided in original documentation</i>
	Overtime Nevada Department of Administration, <i>Statewide Expenditure Summary by Department</i> , fiscal years 2019–2024	Online * <i>Data preparation was performed in Python using standard packages</i>
DEPARTMENT OF CORRECTIONS	Vacancy Nevada Department of Corrections, fiscal year 2026	Information request (no cost) * <i>Correctional officer and sr. correctional officer</i>
	Turnover Nevada Department of Corrections, fiscal year 2026	Information request (no cost)
	Salary Increase Nevada Department of Corrections, fiscal years 2021–2026	Information request (no cost)
	Incarcerated Population Nevada Department of Corrections, <i>Monthly In-House Custody Distributions</i> , calendar year 2024	Online

Workforce Trends

Sources and Methods



NEW HAMPSHIRE

The following sources were used for Appendix A and report figures 2, 3, 8, 11, 12, 13, and 16.

	SOURCE	ACCESS/NOTES
STATEWIDE	Workforce New Hampshire Department of Administrative Services, Division of Personnel, <i>Fiscal Year 2024 Annual Report</i> , fiscal year 2024	Online * Full-time equivalents
	Turnover New Hampshire Department of Administrative Services, Division of Personnel, <i>Fiscal Year 2024 Annual Report</i> , fiscal year 2024	Online
	Overtime New Hampshire Department of Administrative Services, <i>Transparent New Hampshire, State Employee Pay Search</i> , calendar years 2019–2024	Online
	Vacancy New Hampshire Department of Corrections, as of June 2025	Information request (no cost)
DEPARTMENT OF CORRECTIONS	Turnover New Hampshire Department of Corrections, fiscal year 2024	Information request (no cost) * Turnover rate provided for all NHDOC employees as turnover rate for corrections officers was unavailable
	Salary Increase State of New Hampshire and State Employees Association, <i>Collective Bargaining Agreement between the State of New Hampshire and the State Employees' Association of New Hampshire, Inc., Service Employees International Union</i> , fiscal years 2023–2024	Online * All bargaining unit employees
	Incarcerated Population New Hampshire Department of Corrections, <i>Annual Report 2023</i> , fiscal year 2023	Online

Workforce Trends

Sources and Methods



NEW JERSEY

The following sources were used for Appendix A and report figures 2, 3, 11, 12, 13, and 16.

	SOURCE	ACCESS/NOTES
STATEWIDE	Workforce New Jersey Office of Management and Budget, <i>The State of New Jersey Governor's Budget Message: Fiscal Year 2026</i> , fiscal year 2024	Online
	Turnover New Jersey Department of the Treasury, fiscal year 2024	Information request (no cost) * <i>Turnover was calculated from FY2024 separation data and Governor's Budget position counts; excluding the Chief Executive Office and Miscellaneous Commissions, the rate covers 98.61 percent of New Jersey's state workforce</i>
	Overtime New Jersey Office of Information Technology, <i>Agency Payroll Explorer</i> , calendar years 2019–2024	Online * <i>Data preparation was performed in Python using standard packages</i>
DEPARTMENT OF CORRECTIONS	Vacancy New Jersey Department of Corrections, as of May 2025	Information request (no cost) * <i>Sr. correctional police officer positions</i>
	Turnover New Jersey Department of Corrections, fiscal year 2024	Information request (no cost) * <i>Turnover rates provided are for senior and entry-level corrections officer positions</i>
	Salary Increase State of New Jersey Office of the Governor, <i>ICYMI: State of New Jersey and Largest Correctional Police Officers Union Settle New Four-Year Contract</i> , fiscal years 2023–2027	Online
	Incarcerated Population New Jersey Department of Corrections, <i>Population Characteristics Report</i> , calendar year 2024	Online

Workforce Trends

Sources and Methods



NEW MEXICO

The following sources were used for Appendix A; report figures 2, 3, 8, 11, 12, and 13; and Table 1.

		SOURCE	ACCESS/NOTES
STATEWIDE	Workforce	New Mexico State Personnel Office, <i>Classified Service Pay Plan and Compensation Report</i> , as of September 30, 2024	Online
	Turnover	New Mexico State Personnel Office, New Mexico Legislative Finance Committee, <i>Key Quarterly Performance Measures Report FY24, Corrections Performance Report Card FY24</i>	Online * <i>Statewide turnover rate compared to corrections officer turnover rate, as turnover rates for top ten largest agencies were unavailable</i>
	Overtime	New Mexico State Personnel Office, <i>Key Quarterly Performance Measures Report</i> , fiscal years 2019–2024	Online
DEPARTMENT OF CORRECTIONS	Vacancy	New Mexico Corrections Department, as of June 2025	Information request (no cost) * <i>Custody positions</i>
	Salary Increase	New Mexico Corrections Department, as of 2020–2025	Information request (no cost)
	Incarcerated Population	New Mexico Sentencing Commission, <i>New Mexico Prison Population Forecast 2024–2034</i> , fiscal year 2024	Online

Workforce Trends

Sources and Methods



NEW YORK

The following sources were used for Appendix A and report figures 2, 3, 11, 12, and 13.

	SOURCE	ACCESS/NOTES
STATEWIDE	Workforce New York State Department of Civil Service, <i>New York State Workforce Management Report</i> , as of January 1, 2024	Online
	Turnover New York State Department of Civil Service, 2024 <i>New York State Workforce Management Report</i> , fiscal year 2023	Online * Top ten highest turnover rates by position provided as turnover rates by agency were unavailable
	Overtime New York State Office of the Comptroller, <i>Open Book - State Agency Spending Search</i> , fiscal years 2019–2024	Online
DEPARTMENT OF CORRECTIONS	Vacancy New York State Corrections and Community Supervision, <i>DOCCS Fact Sheet: March 1, 2025</i> , calendar year 2024	Online * Vacancy rate provided for all security staff positions as vacancy rate for corrections officers was unavailable
	Turnover New York State Department of Civil Service, <i>New York State Workforce Management Report</i> , fiscal year 2024	Online
	Salary Increase New York State Assembly, <i>S09819</i> , as of 2023–2025	Online * Members of security services
	Incarcerated Population New York State Corrections and Community Supervision, <i>DOCCS Fact Sheet: March 1, 2025</i> , calendar year 2024	Online



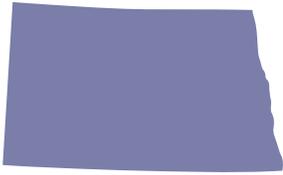
NORTH CAROLINA

The following source was used for Appendix A and report figures 3 and 8.

	SOURCE	ACCESS/NOTES
Vacancy DEPARTMENT OF CORRECTIONS	North Carolina Department of Corrections, as of April 2025	Information request (no cost)

Workforce Trends

Sources and Methods



NORTH DAKOTA

The following sources were used for Appendix A and report figures 2, 3, 11, 12, 13, and 16.

	SOURCE	ACCESS/NOTES
STATEWIDE	Workforce North Dakota Management and Budget, calendar year 2024	Information request (no cost)
	Turnover North Dakota Management and Budget, fiscal year 2024	Information request (no cost)
	Overtime North Dakota Management and Budget, fiscal years 2019–2024	Information request (no cost)
DEPARTMENT OF CORRECTIONS	Vacancy North Dakota Management and Budget, fiscal year 2024	Information request (no cost) <i>* Vacancy rate provided for all DOCR positions as vacancy rate for corrections officers was unavailable</i>
	Turnover North Dakota House Appropriations Committee, 2023 – 2025 Budget Overview: Department of Corrections and Rehabilitation, fiscal year 2024	Online
	Salary Increase North Dakota Senate Appropriations Committee, Department of Corrections and Rehabilitation Budget No. 530 House Bill No. 1015, fiscal years 2023–2024	Online <i>* Performance increase for team members provided as salary increase for corrections officers was unavailable</i>
	Incarcerated Population North Dakota Department of Corrections and Rehabilitation, Prison Population Dashboard, calendar year 2024	Online

Workforce Trends

Sources and Methods



OHIO

The following sources were used for Appendix A; report figures 2, 3, 8, 11, and 12; and Table 1.

		SOURCE	ACCESS/NOTES
STATEWIDE	Workforce	Ohio Department of Administrative Services, <i>State Employee Trends</i> , fiscal year 2024	Online * Full-time equivalents
	Overtime	Ohio Office of Budget and Management, <i>Ohio Checkbook - Payroll By Agency</i> , fiscal years 2019–2024	Online
DEPARTMENT OF CORRECTIONS	Vacancy	Ohio Department of Rehabilitation and Correction, as of May 2025	Information request (no cost)
	Incarcerated Population	Ohio Department of Rehabilitation and Correction, January 2020–July 2025	Information request (no cost)

Workforce Trends

Sources and Methods



OKLAHOMA

The following sources were used for Appendix A; report figures 2, 3, 8, 11, 12, and 13; and Table 1.

	SOURCE	ACCESS/NOTES
STATEWIDE	Workforce Oklahoma State Legislature, House of Representatives, <i>Fiscal Documents</i> , fiscal year 2024	Online * Full-time equivalents
	Turnover Oklahoma Office of Management and Enterprise Services, <i>2024 Annual Compensation Report</i> , fiscal year 2024	Online * Statewide turnover rate compared to corrections officer turnover rate, as turnover rates for top ten largest agencies were unavailable
	Overtime Oklahoma Office of Management and Enterprise Services, <i>State of Oklahoma Payroll - Fiscal Year 2019 - 2024</i> , fiscal years 2019–2024	Online * Data preparation was performed in Python using standard packages
DEPARTMENT OF CORRECTIONS	Vacancy Oklahoma Department of Corrections, as of June 2025	Information request (no cost)
	Turnover Oklahoma Department of Corrections, fiscal year 2024	Information request (no cost) * Officer through chief positions
	Salary Increase Oklahoma Department of Corrections, 2022	Information request (no cost)
	Incarcerated Population Oklahoma Department of Corrections, <i>Daily Statewide Population Report</i> , calendar year 2024	Online

Workforce Trends

Sources and Methods



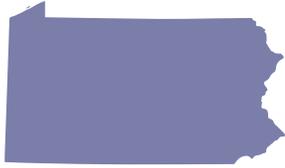
OREGON

The following sources were used for Appendix A; report figures 2, 3, 8, 11, 12, 13, and 16; and Table 1.

	SOURCE	ACCESS/NOTES
STATEWIDE	Workforce Oregon Department of Administrative Services, calendar year 2024	Information request (cost)
	Turnover Oregon Department of Administrative Services, calendar year 2024	Information request (cost)
	Overtime Oregon Department of Administrative Services, calendar years 2019–2024	Information request (cost)
DEPARTMENT OF CORRECTIONS	Vacancy Oregon Department of Corrections, as of June 2025	Information request (cost)
	Turnover Oregon Department of Corrections, 2024	Information request (cost) * Security (officers, corporals, and sergeants)
	Salary Increase Chief Human Resources Office, <i>Oregon Department of Corrections Compensation Plan</i> , February 3, 2020–May 27, 2025	Online * Entry-level corrections officers
	Incarcerated Population Oregon Department of Corrections, <i>Offender Population Trends</i> , calendar year 2024	Online

Workforce Trends

Sources and Methods



PENNSYLVANIA

The following sources were used for Appendix A and report figures 2, 3, 8, 11, 12, 13, and 16.

	SOURCE	ACCESS/NOTES
STATEWIDE	Workforce Pennsylvania Office of Administration, <i>2025 Workforce Statistics Report</i> , as of June 30, 2024	Online
	Turnover Pennsylvania Office of Administration - Human Resources, <i>Workforce Statistics Reports</i> , fiscal year 2024	Online * Given as 'Separation Rates'
	Overtime Pennsylvania Office of Administration - Human Resources, <i>Workforce Statistics Reports</i> , fiscal years 2019–2024	Online
DEPARTMENT OF CORRECTIONS	Vacancy Pennsylvania Department of Corrections, <i>Corrections Officer Vacancy Rate Falls by Over Five Percent Thanks to Shapiro Administration's Targeted Recruitment Efforts</i> , as of January 2025	Online
	Turnover Pennsylvania Office of Administration, <i>Workforce Statistics Report</i> , fiscal year 2024	Online
	Salary Increase Pennsylvania Office of Administration, <i>Master Agreement between the Commonwealth of Pennsylvania and Council 13 of the American Federation of State, County, and Municipal Employees (AFSCME), AFL-CIO</i> , 2023–2025	Online
	Incarcerated Population Pennsylvania Department of Corrections, <i>Prison Population Dashboard</i> , calendar year 2024	Online

Workforce Trends

Sources and Methods



SOUTH DAKOTA

The following source was used for Appendix A and report figures 3 and 8.

SOURCE		ACCESS/NOTES
Vacancy DEPARTMENT OF CORRECTIONS	South Dakota Department of Corrections, as of April 2025	Information request (no cost) * All uniformed security staff



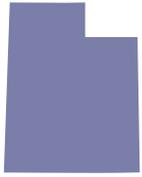
TEXAS

The following sources were used for Appendix A; report figures 2, 3, 8, 11, 12, 13, and 16; and Table 1.

	SOURCE	ACCESS/NOTES
STATEWIDE	Workforce The State of Texas State Auditor, <i>Classified Employee Turnover for Fiscal Year 2024</i> , fiscal year 2024	Online * DOC workforce includes supervision staff (e.g., probation and/or parole)
	Turnover The State of Texas State Auditor, <i>Classified Employee Turnover for Fiscal Year 2024</i> , fiscal year 2024	Online
	Overtime Texas Comptroller, <i>Revenue and Expenditure Dashboard</i> , fiscal years 2019–2024	Online
DEPARTMENT OF CORRECTIONS	Vacancy Texas Department of Criminal Justice, as of April 2025	Information request (no cost)
	Turnover Texas Department of Criminal Justice, fiscal year 2024	Information request (no cost)
	Salary Increase Texas Department of Criminal Justice, fiscal years 2020–2025	Information request (no cost)
	Incarcerated Population Texas Department of Criminal Justice, <i>Felony & Misdemeanor Direct Community Supervision</i> , fiscal year 2024	Online

Workforce Trends

Sources and Methods



UTAH

The following sources were used for Appendix A; report figures 2, 3, 8, 11, 12, and 13; and Table 1.

	SOURCE	ACCESS/NOTES	
STATEWIDE	Workforce	Utah Division of Human Resource Management, fiscal year 2024	Information request (no cost)
	Turnover	Utah Division of Human Resource Management, fiscal year 2024	Information request (no cost)
	Overtime	Utah Division of Human Resource Management, fiscal years 2019–2024	Information request (no cost)
DEPARTMENT OF CORRECTIONS	Vacancy	Utah Department of Corrections, as of June 2025	Information request (cost)
	Turnover	Utah Department of Corrections, calendar year 2024	Information request (cost)
	Salary Increase	Utah Department of Corrections, fiscal years 2020–2025	Information request (cost)
	Incarcerated Population	Utah Department of Corrections, <i>2023-2024 Annual Report</i> , calendar year 2023	Online

Workforce Trends

Sources and Methods



VERMONT

The following sources were used for Appendix A and report figures 2, 3, 11, 12, 13, and 16.

	SOURCE	ACCESS/NOTES
STATEWIDE	Workforce Vermont Department of Human Resources, <i>State of Vermont Workforce Report: Fiscal Year 2024</i> , as of June 30, 2024	Online
	Turnover Vermont Department of Human Resources, <i>State of Vermont Workforce Report: Fiscal Year 2024</i> , fiscal year 2024	Online
	Overtime Vermont Department of Human Resources, <i>Total Compensation and Expenses FY2019–2024</i> , fiscal years 2019–2024	Online
	Vacancy Vermont Department of Human Resources, <i>State of Vermont Workforce Report: Fiscal Year 2024</i> , fiscal year 2024	Online * Correctional officer I
DEPARTMENT OF CORRECTIONS	Turnover Vermont Department of Corrections, <i>VDOC Staffing Dashboard</i> , calendar year 2024	Online * Turnover rate provided for all VDOC employees as turnover rate for corrections officers was unavailable
	Salary Increase Vermont Legislature, <i>DOC System Innovations Presentation</i> , as of July 6, 2022	Online * VDOC raise and bonus plan provided as corrections officer salary increases were unavailable
	Incarcerated Population Agency of Human Services, <i>Incarcerated Population Interactive Dashboard</i> , fiscal year 2024	Online * Unified system

Workforce Trends

Sources and Methods



VIRGINIA

The following source was used for Appendix A and report figures 2 and 3.

SOURCE

ACCESS/NOTES

Workforce
STATEWIDE

Virginia Department of Human Resource Management, *Full-Time Equivalent Reports*, as of January 2024

[Online](#)



WASHINGTON

The following sources were used for Appendix A and report figures 2, 3, and 16.

SOURCE

ACCESS/NOTES

Workforce

Washington State Office of Financial Management, *Number of Employees and Headcount Trends*, as of December 31, 2024

[Online](#)

Turnover

Washington State Office of Financial Management, *Washington Workforce Metrics Dashboard*, fiscal year 2024

[Online](#)

STATEWIDE

Workforce Trends

Sources and Methods



WISCONSIN

The following sources were used for Appendix A; report figures 2, 3, 8, 11, 12, 13, and 16; and Table 1.

	SOURCE	ACCESS/NOTES
STATEWIDE	Workforce Wisconsin Division of Personnel, <i>Workforce Analysis – Demographic Summary</i> , as of December 31, 2024	Online
	Turnover Wisconsin Department of Administration, fiscal year 2024	Information request (no cost)
	Overtime Wisconsin Department of Administration, calendar years 2019–2024	Information request (no cost)
DEPARTMENT OF CORRECTIONS	Vacancy Wisconsin Department of Corrections, as of May 2025	Information request (no cost)
	Turnover Wisconsin Department of Corrections, calendar year 2024	Information request (no cost)
	Salary Increase Wisconsin Department of Corrections, 2020–2024	Information request (no cost)
	Incarcerated Population Wisconsin Department of Corrections, <i>Prison Point-in-Time Populations Dashboards</i> , calendar year 2024	Online

Workforce Trends

Sources and Methods



WYOMING

The following sources were used for Appendix A and report figures 2, 3, 8, 11, 12, 13, and 16.

	SOURCE	ACCESS/NOTES
STATEWIDE	Workforce Wyoming Human Resources Division, <i>State of Wyoming 2023-2024 Workforce Report</i> , fiscal year 2024	Online
	Turnover Wyoming Human Resources Division, <i>State of Wyoming 2023-2024 Workforce Report</i> , fiscal year 2024	Online
	Overtime Wyoming State Auditor's Office, fiscal years 2019–2024	Information request (no cost)
DEPARTMENT OF CORRECTIONS	Vacancy Wyoming Department of Administration & Information, as of May 2025	Information request (no cost)
	Turnover Wyoming Department of Administration & Information, as of May 1, 2024–May 2025	Information request (no cost)
	Salary Increase Wyoming Department of Administration & Information, July 1, 2020–July 1, 2024	Information request (no cost)
	Incarcerated Population Wyoming Department of Corrections, <i>Quarterly Population Reports</i> , calendar year 2024	Online

Health and Safety Trends

Sources and Methods

The information about health and safety trends came from a 50-state survey of metrics publicly available on state corrections department websites. The survey highlighted the limited nature of publicly reported information in this area but nonetheless allowed for analysis of several key trends where sufficient data were available.

The tables that follow list the sources for each state included in an analysis of a health and safety metric, either in Appendix B or in a related figure in the main report. States were included in each figure only when data were both sufficient and consistent to support the analysis. Additional details on data limitations and variations are described in Appendix B.



ALABAMA

The following sources were used for Appendix B and report figures 6, 9, and 10.

METRICS	SOURCE	ACCESS/NOTES
Assaults on Incarcerated People, Assaults on Staff, Percent of Population with Violent Offenses, Percent of Population Aged 50 Years or Older	Alabama Department of Corrections, <i>Monthly Statistical Reports</i> , fiscal years 2019–2024	Online * Population metric starts at age 51
	Alabama Department of Corrections, <i>Monthly Statistical Reports</i> , fiscal years 2019–2022	Online
Deaths in Custody	Alabama Department of Corrections, <i>Quarterly Statistical Reports</i> , fiscal years 2023–2024	Online



ALASKA

The following source was used for Appendix B and report figure 6.

METRICS	SOURCE	ACCESS/NOTES
Deaths in Custody	Alaska Department of Corrections, <i>Newsroom; Manner of Death by Gender</i> , fiscal years 2019–2024	Online

Health and Safety Trends

Sources and Methods



ARIZONA

The following source was used for Appendix B and report figures 6 and 10.

METRICS	SOURCE	ACCESS/NOTES
Percent of Population with Violent Offenses, Percent of Population with Serious Mental Illness, Percent of Population Affiliated with Security Threat Group (STG)	Arizona Department of Corrections, Rehabilitation, and Reentry, <i>Inmate Fact Sheets</i> , fiscal years 2019 and 2024	Online



ARKANSAS

The following sources were used for Appendix B and report figures 6 and 9.

METRICS	SOURCE	ACCESS/NOTES
Assaults on Incarcerated People, Assaults on Staff	Arkansas Department of Corrections, <i>Annual Reports</i> , fiscal years 2019, 2021, and 2022	Online
	Arkansas Department of Corrections, <i>Strategic Plan</i> , fiscal years 2024–2025	Online

Health and Safety Trends

Sources and Methods



CALIFORNIA

The following sources were used for Appendix B and report figures 6 and 9.

METRICS	SOURCE	ACCESS/NOTES
Assaults on Incarcerated People, Assaults on Staff	California Department of Corrections and Rehabilitation, <i>Annual Performance Measures Reports</i> , fiscal years 2019–2024	Online
Deaths in Custody	California Correctional Health Care Services, <i>Death in Custody Reporting, Analysis of Inmate Death Reviews</i> , calendar years 2019–2023	Online
	California Department of Corrections and Rehabilitation, <i>Monthly Total Population Report</i> , December 2024	Online
	California Department of Corrections and Rehabilitation, <i>COMPSTAT Operational Performance Measures, COMPSTAT Incident Reports</i> , December 2024	Online



COLORADO

The following sources were used for Appendix B and report figures 6 and 10.

METRICS	SOURCE	ACCESS/NOTES
Percent of Population with Violent Offenses, Percent of Population with Serious Mental Illness	Colorado Department of Corrections, <i>Annual Statistical Report</i> , fiscal year 2019	Online
	Colorado Department of Corrections, <i>Inmate Population Profile Dashboard</i> , fiscal year 2024	Online

Health and Safety Trends

Sources and Methods



FLORIDA

The following source was used for Appendix B and report figures 6 and 10.

METRICS	SOURCE	ACCESS/NOTES
Contraband Confiscations: Weapons, Percent of Population with Violent Offenses, Percent of Population Affiliated with Security Threat Group (STG), Percent of Population Aged 50 Years or Older	Florida Department of Corrections, <i>Annual Reports by Fiscal Year</i> , fiscal years 2019–2024 , and supplemental data provided by Florida DOC	Online



GEORGIA

The following source was used for Appendix B and report figures 6 and 10.

METRICS	SOURCE	ACCESS/NOTES
Percent of Population with Violent Offenses, Percent of Population with Serious Mental Illness, Percent of Population Affiliated with Security Threat Group (STG), Percent of Population Aged 50 Years or Older	Georgia Department of Corrections, <i>Annual Fiscal Year Reports</i> , fiscal years 2019–2024	Online

Health and Safety Trends

Sources and Methods



ILLINOIS

The following sources were used for Appendix B and report figures 6 and 9.

METRICS	SOURCE	ACCESS/NOTES
Deaths in Custody, Percent of Population with Serious Mental Illness	Illinois Department of Corrections, <i>Operation and Management Reports</i> , fiscal years 2019–2024	Online
Assaults on Incarcerated People, Assaults on Staff, Staff Uses of Force	Illinois Department of Corrections, <i>Quarterly Reports</i> , fiscal years 2019–2024	Online



KANSAS

The following source was used for Appendix B and report figures 6 and 10.

METRICS	SOURCE	ACCESS/NOTES
Deaths in Custody, Percent of Population with Violent Offenses, Percent of Population with Serious Mental Illness, Percent of Population Affiliated with Security Threat Group (STG), Percent of Population Aged 50 Years or Older	Kansas Department of Corrections, <i>Annual Reports</i> , fiscal years 2019–2024	Online

Health and Safety Trends

Sources and Methods



MICHIGAN

The following sources were used for Appendix B and report figures 6 and 9.

METRICS	SOURCE	ACCESS/NOTES
Assaults on Incarcerated People, Assaults on Staff, Staff Uses of Force, Deaths in Custody	Michigan Department of Corrections, <i>Critical Incident Reports</i> , calendar years 2019–2024	Online
	Michigan Department of Corrections, <i>2023 Statistical Report</i> , calendar years 2019–2023	Online
	Michigan Department of Corrections, <i>Offender Population</i> , calendar year 2024	Online



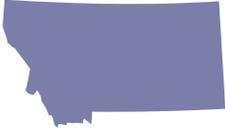
MINNESOTA

The following sources were used for Appendix B and report figures 6 and 9.

METRICS	SOURCE	ACCESS/NOTES
Assaults on Incarcerated People, Assaults on Staff, Contraband Confiscations: Weapons, Contraband Confiscations: Drugs, Percent of Population Aged 50 Years or Older	Minnesota Department of Corrections, <i>Performance Report 2022</i> , fiscal years 2019–2022	Online
	Minnesota Department of Corrections, <i>Performance Report 2024</i> , fiscal years 2023–2024	Online

Health and Safety Trends

Sources and Methods



MONTANA

The following sources were used for Appendix B and report figure 6.

METRICS	SOURCE	ACCESS/NOTES
Deaths in Custody	Montana Department of Corrections, <i>Interactive Dashboards: Mortality in Corrections—Deaths by Year, Age, and Sex</i> , fiscal years 2019–2024	Online
Assaults on Staff, Percent of Population Aged 50 Years or Older	Montana Department of Corrections, <i>Interactive Dashboards: Adult Population Demographics—Age Groups</i> , fiscal years 2019–2024	Online



NEVADA

The following source was used for Appendix B and report figure 6.

METRICS	SOURCE	ACCESS/NOTES
Deaths in Custody	Nevada Department of Corrections, <i>Offender Mortality Statistics</i> , calendar years 2019–2024	Online

Health and Safety Trends

Sources and Methods



NEW JERSEY

The following sources were used for Appendix B and report figures 6, 9, and 10.

METRICS	SOURCE	ACCESS/NOTES
Assaults on Staff, Contraband Confiscations: Weapons, Contraband Confiscations: Drugs	New Jersey Transparency Portal, Governor's Performance Center, <i>New Jersey Department of Corrections Performance Indicators</i> , fiscal years 2019–2024	Online
Percent of Population with Violent Offenses, Percent of Population Aged 50 Years or Older	New Jersey Department of Corrections, <i>Population Characteristics Report</i> , fiscal years 2019–2024	Online



NEW YORK

The following sources were used for Appendix B and report figures 6, 9, and 10.

METRICS	SOURCE	ACCESS/NOTES
Assaults on Incarcerated People, Assaults on Staff, Deaths in Custody	New York Department of Corrections and Community Supervision, <i>DOCCS Fact Sheet: March 1, 2025</i> , fiscal years 2019–2024	Online
Assaults on Incarcerated People, Assaults on Staff, Deaths in Custody, Staff Uses of Force, Contraband Confiscations: Weapons, Contraband Confiscations: Drugs	New York Department of Corrections and Community Supervision, <i>Unusual Incident Report</i> , fiscal years 2022 and 2023	Online

Health and Safety Trends

Sources and Methods



OHIO

The following source was used for Appendix B and report figures 6 and 10.

METRICS	SOURCE	ACCESS/NOTES
Percent of Population with Violent Offenses, Percent of Population with Serious Mental Illness, Percent of Population Affiliated with Security Threat Group (STG), Percent of Population Aged 50 Years or Older	Ohio Department of Rehabilitation and Correction, <i>Annual Reports</i> , fiscal years 2019–2024	Online



SOUTH DAKOTA

The following sources were used for Appendix B and report figure 6.

METRICS	SOURCE	ACCESS/NOTES
Assaults on Incarcerated People, Deaths in Custody	South Dakota Department of Corrections, <i>Fiscal Year 2024 Statistical Report</i> , fiscal year 2024	Online
	South Dakota Department of Corrections, <i>Fiscal Year 2023 Statistical Report</i> , fiscal years 2019–2023	Online

Health and Safety Trends

Sources and Methods



TENNESSEE

The following source was used for Appendix B and report figures 6 and 9.

METRICS	SOURCE	ACCESS/NOTES
Assaults on Incarcerated People, Assaults on Staff, Staff Uses of Force, Deaths in Custody	Tennessee Department of Correction, <i>Annual Reports</i> , fiscal years 2019–2024	Online



TEXAS

The following source was used for Appendix B and report figures 6 and 10.

METRICS	SOURCE	ACCESS/NOTES
Percent of Population with Violent Offenses	Texas Department of Criminal Justice, <i>Statistical Reports</i> , fiscal years 2019–2024	Online

Health and Safety Trends

Sources and Methods



VERMONT

The following sources were used for Appendix B and report figure 6.

METRICS	SOURCE	ACCESS/NOTES
Percent of Population with Serious Mental Illness	Vermont Department of Corrections, <i>Budget Presentation Performance Measures 2023</i> , fiscal year 2019	Online
	Vermont Department of Corrections, <i>Budget Presentation Performance Measures 2024</i> , fiscal years 2020–2024	Online
Percent of Population Aged 50 Years or Older	Vermont Department of Corrections, <i>Population Characteristics Report</i> , fiscal years 2019–2022	Online
	Vermont Department of Corrections, <i>VT Department of Corrections Incarcerated Population Interactive Dashboard</i> , fiscal years 2023–2024	Online

Health and Safety Trends

Sources and Methods



WISCONSIN

The following sources were used for Appendix B and report figures 6 and 9.

METRICS	SOURCE	ACCESS/NOTES
Assaults on Staff	Wisconsin Department of Corrections, <i>Division of Adult Institutions (DAI) Persons in Our Care Assaults on Staff</i> , calendar years 2019–2024	Online
Deaths in Custody	Wisconsin Department of Corrections, <i>Prison Releases Dashboards</i> , calendar years 2019–2024	Online
Percent of Population Aged 50 Years or Older	Wisconsin Department of Corrections, <i>Prison Point-in-Time Populations Dashboards</i> , calendar years 2019–2024	Online