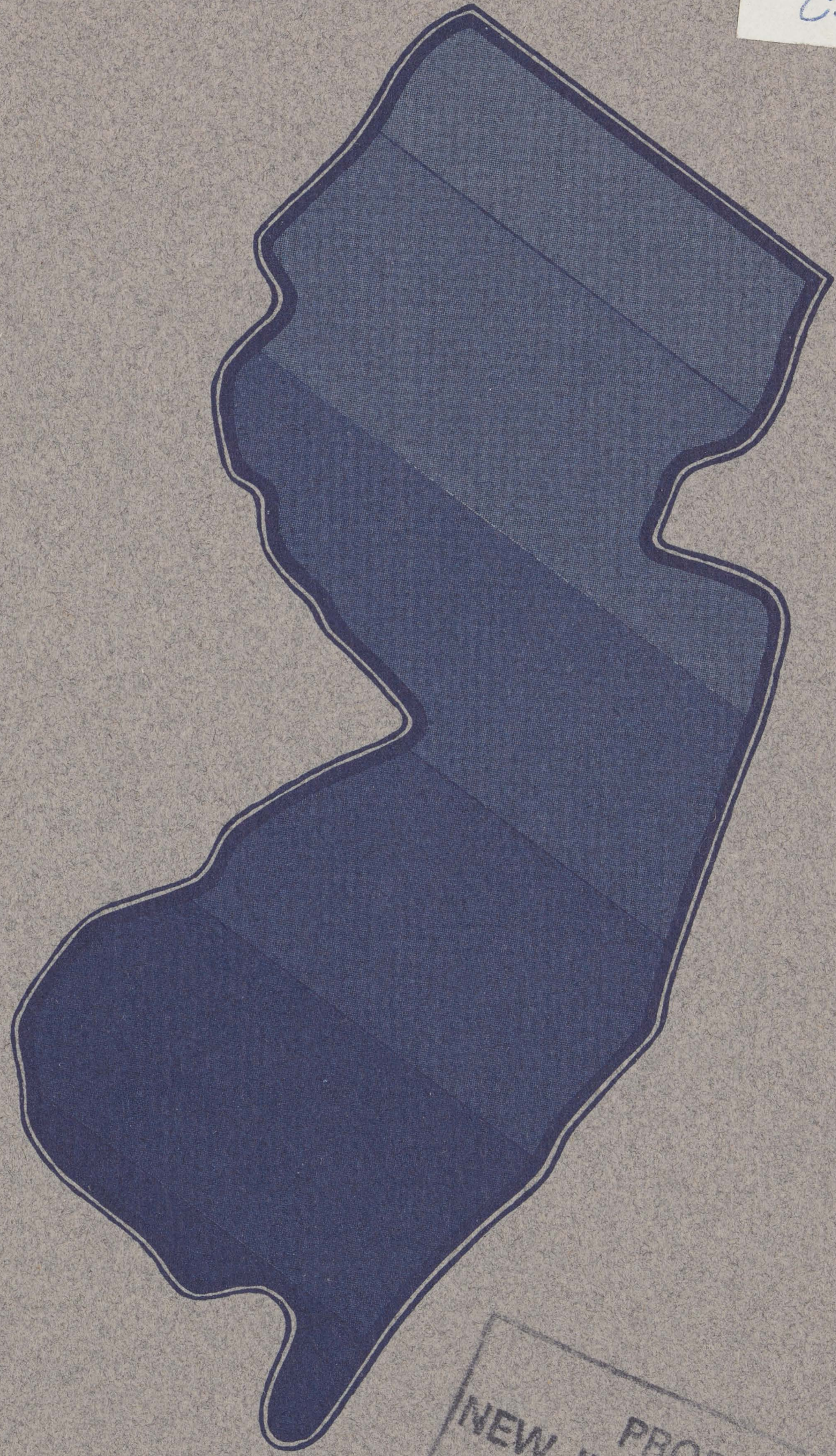


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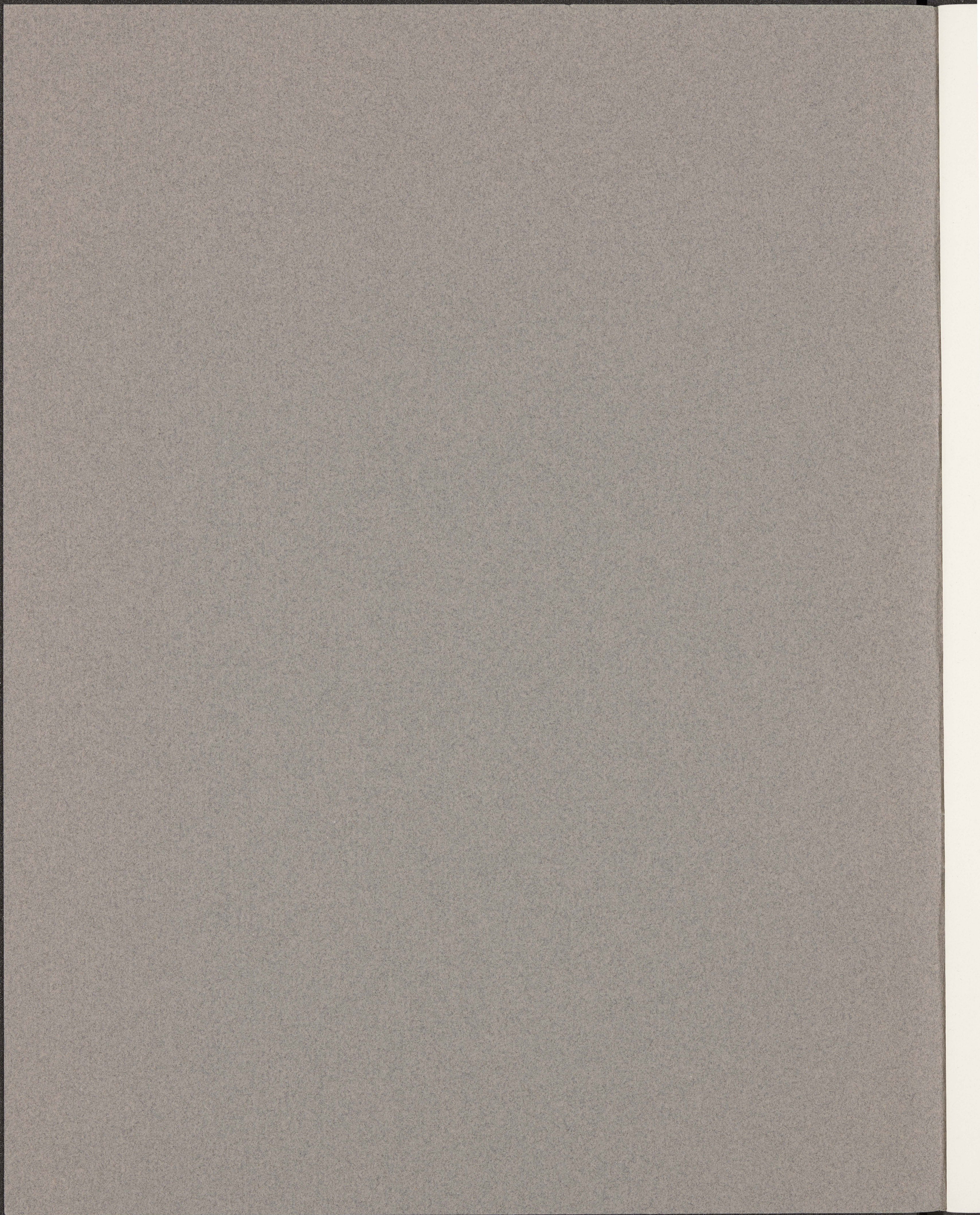
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State of New Jersey
Department of Corrections
Bureau of State Use Industries

Fiscal Year 1988

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" Over Seven Decades of Service "

BUREAU OF STATE USE INDUSTRIES

FISCAL YEAR 1988

ANNUAL REPORT

July 1, 1987 - June 30, 1988

Leonard S. Black
Acting Assistant Chief

State of New Jersey
Department Of Corrections
William H. Fauver, Commissioner
Richard A. Seidl, Deputy Commissioner
Richard J. Waldis, Assistant Commissioner

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Dedication

This year's Annual Report is dedicated to the memory of **John Calvin Bonnell** (1905 - 1987), Chief of this Bureau from 1953 until his retirement in 1974; and to the memory of **Daniel J. Bentivogli** (1942 - 1988), an Institutional Trade Instructor with the Bureau since 1984.

In the brief time Dan Bentivogli was with the Bureau, he made a lasting impression on his co-workers. Through Dan's diligence the Bureau warehousing location/identification system was developed and implemented. He was also responsible for instituting the Bureau's automated procurement tracking system. In addition to his commitment to the Bureau, Dan was active in the Trenton Elks Lodge 105 and was serving as its Exalted Ruler at the time of his death.

During his 21-year tenure, John Bonnell expanded the Bureau's industrial operations into new and diverse areas.

This expansion was reinforced by his philosophy that the training of inmates was a key factor in achieving the Bureau's goals. Construction of the license plate shop at Bayside State Prison at Leesburg was completed toward the end of Mr. Bonnell's career. It remains today among the nation's more modern plate shops, a tangible tribute to the foresight of this former Bureau Chief.

Mr. Bonnell's major contribution to New Jersey's State Use Industries was his establishment of the Inmate Work Recognition Plan adopted during the first year of his administration. This pioneer program consisted of five inmate wage categories based on job importance within a shop, and assigned job titles in a shop's table of organization. The basic concept of this program was to match inmate wages to the degree of job responsibility, and is utilized in principle by the Bureau to this day.

Message

As correctional populations increase, the need to develop meaningful work opportunities is obvious. Like many of our counterparts across the country, New Jersey's Prison Industry program is the single largest employer of inmates offering on-the-job training in an industrial environment designed to emulate shops found in the private sector.

For many years Prison Industries in New Jersey suffered with a reputation for poor quality, poor delivery and poor service. With improved product quality, efficient delivery and a growing reputation for courteous service, we have developed a sound marketing base for future growth. We must now concentrate our efforts on building upon this base through the following:

1. Implementation of a marketing strategy that focuses on the Bureau's image within our market.
2. Evaluation of the present and future product needs of our customers.
3. Development of new products that meet the needs of our customers as identified in our marketing survey.
4. Implementation of service-related industries that employ significant numbers of inmates in programs requiring minimal program space.

I am confident that these efforts will be successful, thereby forming the necessary foundation for our continued expansion during the next decade.

In closing I would like to thank the Bureau's civilian and inmate staff who worked so diligently this past fiscal year. Their dedication and efforts, which have enhanced New Jersey's Prison Industries' reputation as one of the best in the country, are both recognized and appreciated. I would also like to thank prison administrators, superintendents and institutional staff. Their cooperation and support have enabled us to meet our goals.

The Annual Report for Fiscal 1988 provides a comprehensive perspective of our business accomplishments during the past year and describes our plans for the coming year. With the increasing inmate population, expansion of industry programs and the development of new industries will continue to be a priority during the next fiscal year.

Leonard S. Black
Acting Assistant Chief

Mission

The mission of the Bureau of State Use Industries is to employ inmates in a productive capacity through the operations and earnings of industries while producing quality products for state, county and municipal government agencies. This is accomplished through the provision of technical staff services, capital equipment and financing to maintain a diversified on-the-job training program for inmates of the State's major adult correctional institutions.

Up-to-date industrial training assists inmates in their rehabilitation, their gainful occupation while in custody and their ability to earn wages and work credits toward the reduction of their sentences.

Industrial work programs provide the training necessary for future employment in the private sector, encouraging inmates to develop a sense of responsibility toward their jobs, pride in their work and a feeling of self-worth.

Inmates work five days to earn one day of work credit. Accumulated credits are applied against their sentences, reducing them by one day for each credit earned. Both wages and work credits provide motivation. Neither wages nor work credits are granted for non-performance.

Goals

- I. To provide productive work for adult inmates incarcerated in the New Jersey State correctional institutions.
- II. To manufacture useful, quality products for tax-supported agencies, institutions and units of State, County and Municipal governments.
- III. To provide work experiences that include the development of good work habits and training in technical job skills that could lead to future employment.
- IV. To operate efficiently, and provide an economic benefit to the State through the utilization of inmate manpower resources.

Objectives

- I. To increase the number of work opportunities for inmates commensurate with the increase in the incarcerated adult population

Objectives

- II. To provide products exactly as specified, priced competitively, delivered on time and defect-free, through stringent quality control measures.
- III. To operate efficiently and economically through the monitoring of fiscal controls.
- IV. To seek out new markets while insuring with attentive service the continuation of existing markets.
- V. To maintain equipment and modernize processes to remain competitive in quality with private industry.

Highlights

Seventeen new employees were hired by the Bureau during FY 88. Nine employees were promoted within the Bureau, and four others were transferred to other State agencies. Six resignations were processed, and two employees retired during this past fiscal year.

Highlights

We are pleased to announce that five employees received awards for their State service which ranged from 5 to 10 years. Another seven employees will become eligible for service awards to be presented during FY 89. In total, these twelve Bureau employees represent a combination of 115 years service to the State.

It is important that employees be recognized for superior performance. Annually, the Commissioner of the Department of Corrections personally presents Merit Awards to those employees whose performance consistently meets, and exceeds, Department standards. The Bureau's recipient of this year's merit award, nominated by his fellow employees, was Gerald Hrabchak, Supervising Institutional Trade Instructor with the Metal Fabrication Shop at the Albert C. Wagner Youth Correctional Facility in Bordentown. An employee of the Bureau for 24 years Mr. Hrabchak is typical of Bureau employees who successfully combine service longevity with high performance standards.

Members of the Bureau staff periodically participate in meetings, seminars

Highlights

and conferences of various correctional industry organizations to share their particular areas of expertise as well as benefit from the knowledge of their colleagues.

Many of these national and regional organizations (e.g., New Jersey Chapter of the American Correctional Association, Middle Atlantic States Correctional Association and the Northeast Correctional Industries Association) conduct annual searches for exceptional employees among their memberships. And an impressive number of Bureau employees have received recognition and awards by these organizations over the years.

Recipient of the Northeast Correctional Industries 1988 Award for Excellence was the Bureau's Paul L. Burroughs, Industrial Manager of the Bureau's five clothing shops and the Mattress and Knit shops. This distinctive recognition of Mr. Burroughs resulted from his 20-year record of demonstrated technical capabilities and administrative initiatives.

Marketing

The Bureau's marketing initiative of FY 1987, to conduct introductory meetings with the purchasing personnel of State and county government agencies and units, was continued throughout FY 1988. These meetings have been designed to familiarize and/or update present and prospective buyers with State Use Industries and its product lines. Meetings with the administrators of all State departments and with the business administrators of the Passaic County School District are two examples of this on-going effort.

The first overall product pricing changes for the Bureau in several years became effective July 1, 1988, and were announced to customers in late FY 1988. In line with planning for new promotional literature and catalog materials, new price lists were revised and printed in a new format. An effort for this same purpose was begun to photograph the production sequences of the Bureau's industrial shop operations.

Current county and school district mailing lists were procured in a con-

Marketing

tinuing effort to assure accuracy in product publicity and promotion efforts directed to customers and prospects.

The Bureau supported the Department of Corrections' efforts to comply with legislation which changed the names of nine DOC institutions. New signs and stationary reflecting the name changes were produced for the institutions in advance of the effective date.

In cooperation with the Attorney General's order for compliance with new legislation protecting school areas from drug-trafficking, the Bureau produced the new blue and white "Drug Free School Zone" signs, and promoted their availability. This collaborative effort accelerated the posting of signs by the State's municipalities, and dramatically reinforced the impact of the new law.

Industries

Development and Directions:

Machine and Bed Shop (East Jersey)

Capital equipment purchases have provided increased capacity in this shop, located in East Jersey State Prison, Rahway. The new equipment has given the Machine & Bed shop the capacity to supplement metal Furniture production for our major metal operation at the Albert C. Wagner Youth Correctional Facility in Bordentown. Emphasis will be placed on welding operations during the next fiscal year.

Sign Shop (East Jersey)

Increasing customer demands for "Drug Free School Zone" signs and new products such as bumper stickers and interior engraved signs are providing new training opportunities for inmate employees of the Sign Shop, located in East Jersey State Prison, Rahway

Legislation mandating the posting of the blue and white Drug-Free signs became effective in the latter part of 1987, and for the balance of Fiscal Year 1988 the Sign Shop produced over 7,000 signs in two sizes and in Spanish or English.

Industries

Production of Neighborhood Crime Watch signs, bumper stickers and decals remained a steady and substantial element of shop production as additional municipalities recognized the values and joined in with long-established crime prevention programs.

Metal Fabrication Shop (Albert Wagner YCF)

This shop, located in the Albert C. Wagner Youth Correctional Facility in Bordentown, continues to produce a standard line of metal furniture as well as custom metal shelving and other items requested by various agency customers. Expansion of the industrial building housing this shop will allow the employment of an additional 40 inmate employees increasing production capacity and efficiency. Construction is scheduled to begin in March, 1989.

Product fabrication for one of the best examples of intra-agency cooperation in State Use history was completed by this shop in January, 1988 when delivery of cell furnishings to the new Administrative Close Supervision Unit facility (ACSU) at East Jersey State Prison was completed.

As plans for the ACSU facility were being developed by the architect/engineer and Departments of Treasury and Corrections officials in 1986, it was determined that the State Use metal shop was well equipped to fabricate required cell furnishings. By mid-summer of 1987, production of furnishings for 324 cells was started. Each furnishing comprised a flat pan bed, footlocker and desk with stool unit welded together into a single module.

It is estimated that the State saved as much as a half-million dollars by using its own correctional industry facilities to provide these cell furnishings, a project since labelled, "A Working Partnership." (See Appendix for additional detail.)

Since the timely completion of the first order, the Bureau has been contracted to produce similar cell furnishings for ACSU facilities at the Albert Wagner YCF, Garden State Reception & YCF and Northern State Prison. In addition this shop is producing 500 desks and beds for the 13-story Union county jail with delivery scheduled for the latter half of 1988.

Industries

Printing (Riverfront & Central Warehouse)

A full-service print shop located at the Bureau's Central Warehouse in Trenton utilizes inmate employees from the Mountainview Youth Correctional Facility at Annandale to assist in the paste-up, camera work and plate-making preparation for offset printing. Total inmate employment during FY 88 increased in the Central Warehouse Print Shop by a total of 25 inmates over the past fiscal year. Bureau printing facilities developed a 56% increase in sales dollar volume for FY 88 over FY 87.

A satellite printing operation at Riverfront State Prison employed a total of 114 inmates during FY 88 in flat form printing. The availability of additional space at the prison could double inmate employment through the addition of a paper collating/binding operation.

Clothing (Northern, East Jersey, NJ State, Bayside, Mahan CF)

In recent years the Bureau's Clothing Shops have been located in four adult institutions: N. J. State Prison, Trenton; East Jersey State Prison, Rahway; Bayside State Prison, Leesburg; and the Edna Mahan Correctional Facility for Women, Clinton. During FY 88 a fifth shop was opened in the new Northern State Prison in Newark.

The industrial programs in these shops produce such items as shirts, trousers, night wear, underwear, outer-wear and work clothes. A knitting operation in the Trenton prison produces socks and other knitwear. The primary customers for all of these products are the Departments of Corrections and Human Services. Mattresses and furniture cushions are also produced in Trenton and are utilized by the same two major State departments. A cushion replacement program added to the production of new cushioning has provided additional inmate work opportunities this fiscal year.

Major improvements in clothing shop facilities at the Mahan institution resulted in additional employment opportunities for more than 25 inmates, which contributed significantly to increased product inventories being achieved by the Bureau's overall clothing operations. Expansion of inmate employment opportunities in the Bayside and Northern State Prisons clothing shops is anticipated through expanded hours of operation and the addition of another work shift.

Auto Tag Shop (Bayside)

Production of over 3-1/2 million license plates annually remains as the

Industries

important function of this modern shop. Planning has been completed, and necessary equipment identified for the transition to reflectorized license plates should legislation requiring them be approved.

In accordance with legislation passed in January of 1988 the Bureau is developing tooling to produce special organizational license plates. Design and production of these plates will be as required by the Division of Motor Vehicle Services which is the sole customer for auto tags.

Brushes, Brooms and Mops (Garden State Reception & YCF)

This shop maintains a full product line of brushes brooms and mops. Production continues to exceed demand allowing the Bureau to maintain adequate inventories of these products. To increase the number of inmate work opportunities at this shop the Bureau has added several sewing machines for the assembly of aprons, wash cloths and scuffies.

Central Office/Warehouse

A majority of the Bureau's finished products are stocked for immediate shipment from the Central Office/Warehouse complex in Trenton. Inmate employees are transported daily

from the Mountainview Youth Correctional Facility at Annandale to the 56,000 square foot warehouse where they learn to perform functions such as order picking, packing, shipping, receiving and inventory control.

The central office complex also houses the Bureau's maintenance shop where additional inmates are employed in maintaining the building complex and a modern trucking fleet. This fleet of ten trucks traveled a total of 93,788 miles for the delivery of products during this fiscal year, an increase of 15,155 miles over the preceding year.

The Bureau's administrative, marketing, sales and accounting functions are also located at this site.

PLANNED DEVELOPMENT

Hard-Mill Soap

Construction is expected to begin in Fiscal Year 1989 for a new industrial-building at Mountainview Youth Correctional Facility. A planned hard-mill soap manufacturing program will employ a minimum of 30 inmates, and offer high quality bar soap products to government agencies.

Industries

Sales By Department FY 1984 - FY 1988

Furniture

Renovation of the old laundry building at East Jersey State Prison will possibly accommodate a furniture industry with an inmate employee potential of over 100. Clothing operations will also be expanded and transferred to this facility.

Data Entry

The feasibility of developing a data entry industry was evaluated late in FY 88 following a visit to the data entry facility of the Utah Correctional Industries in Draper, Utah. The visit was funded by a grant from the Bureau of Justice Assistance. A market study and business plan will be developed during FY 89. This industry is scheduled to become operational during the fall of 1989.

Vehicle Maintenance

A vehicle maintenance program is being considered to supplement present DOC maintenance facilities. The program would employ inmates under supervision to perform routine maintenance services.

Metal Industry

A 7,000 square foot expansion of the Wagner metal industry is anticipated in the spring of 1989. The expansion will increase the Bureau's painting and shearing capacity and will afford storage of materials and ease movement of product through the shop.

Sales

Fiscal 1988 total sales volume for the Bureau reached a record 7,401,756.22 dollars reflecting a 2% increase over 1987. Sales to Counties and Municipalities increased by 5%. This increase is attributed to marketing efforts directed at this customer segment. Sales to our other major customer categories approximated Fiscal 1987 as a percentage of total sales revenues.

Financial Statistics

A physical inventory was taken on the last two days of FY '87 in accordance with statutory requirements (RS 30:4-100). The consolidated balance sheet and operating statement will be distributed when completed. Figures indicate another profitable operation for the 1988 Fiscal Year.

Capital Expenditures - FY 87

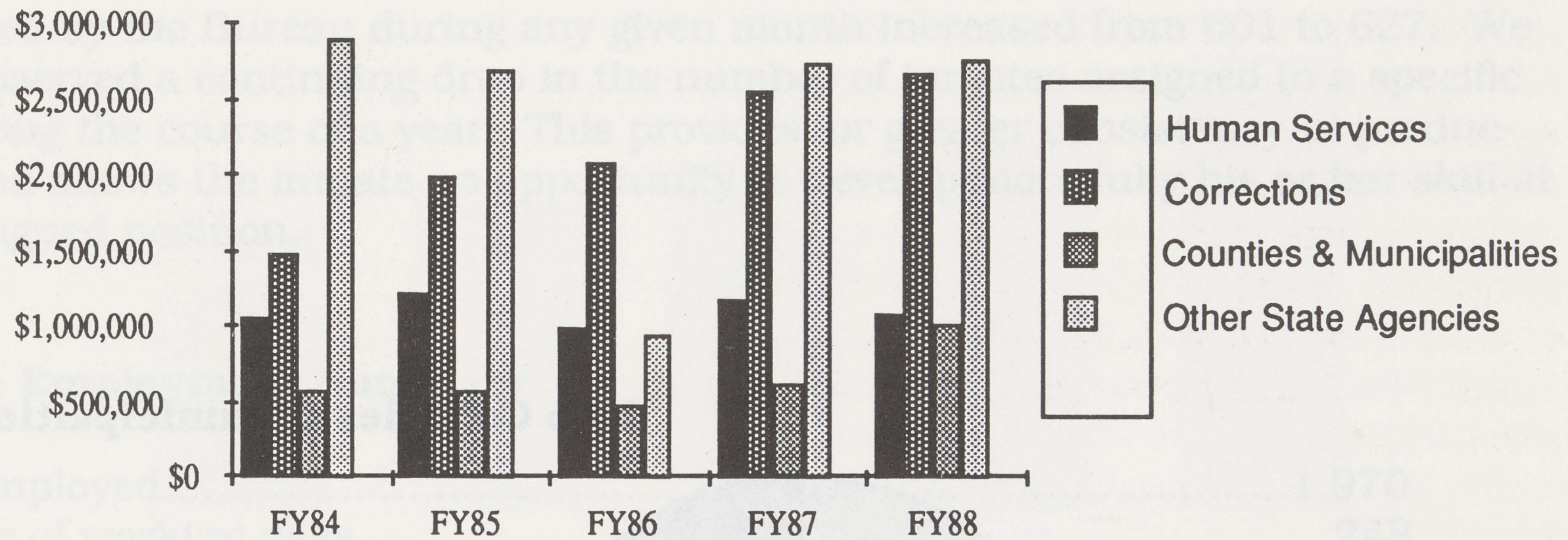
Garden State Reception & YCF Center.....	\$9,067.62
New Jersey State Prison.....	\$39,815.16
East Jersey State Prison.....	\$58,032.96
Bayside State Prison.....	\$187,068.18
Albert C. Wagner YCF.....	\$52,348.71
Edna Mahan CFW.....	\$9,810.00
State Use Central Office.....	\$16,662.97
State Use Central Warehouse.....	\$5,296.00
Northern State Prison.....	\$9,490.07

Total Expenditure \$494,629.88

Total Machinery and Equipment assets as of 7/1/88: \$3,748,563.23

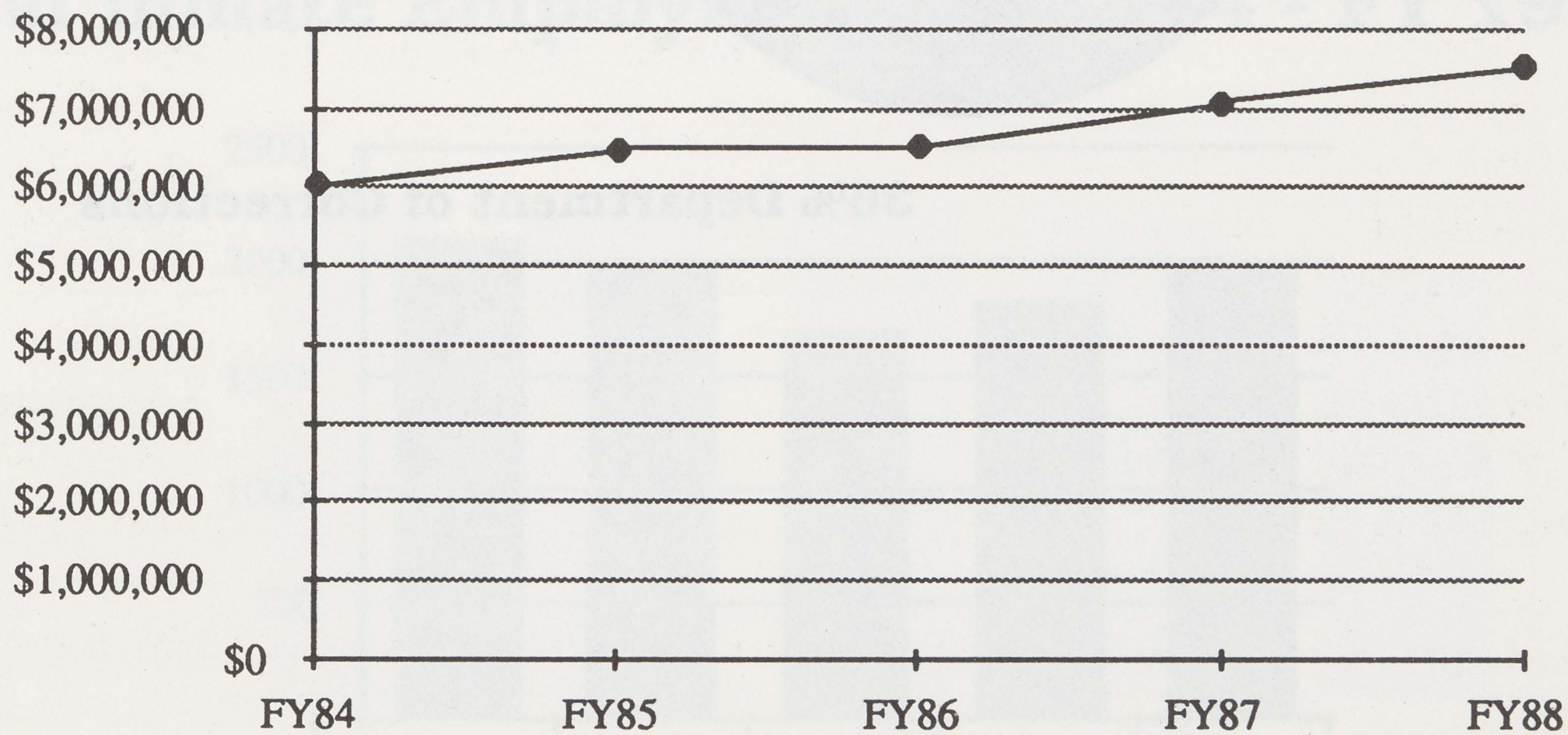
Sales

Sales By Department FY 1984 - FY 1988



This chart represents a history of sales by the Bureau's major customer categories. Significant increases in sales to the Department and County and Municipal government were achieved in FY 1988.

Total Sales FY 1984 - FY 1988



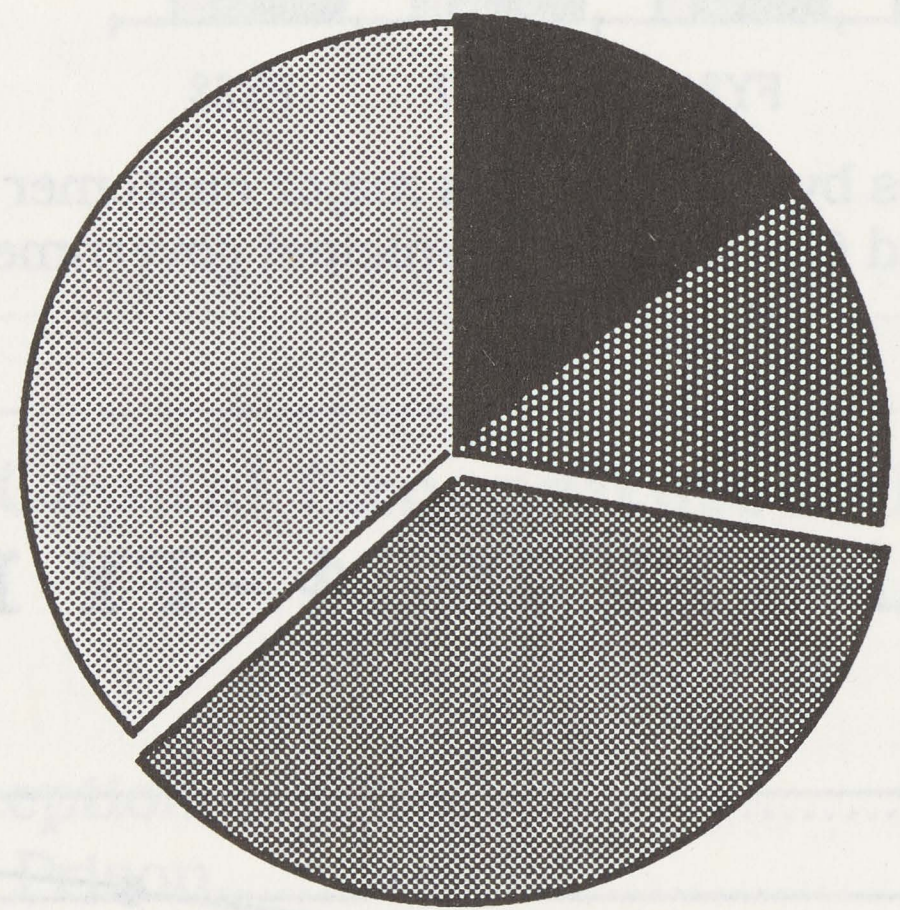
The Bureau has shown steady growth in total sales during the last 5 years. Sales are expected to exceed 8.2 million dollars during FY 1989.

Sales

Sales By Major Customer FY 1984 - FY 1988

Fiscal 1988 total sales for the Bureau reached a record 7,401,756.22 dollars reflecting a 2% increase over 1987. Sales to Counties and Municipalities...

37% Other State Agencies



13% Counties & Municipalities

14% Dept. of Human Serv.

36% Department of Corrections

During FY 1988 the greatest percentage of the Bureau's products were sold to Corrections and state agencies.

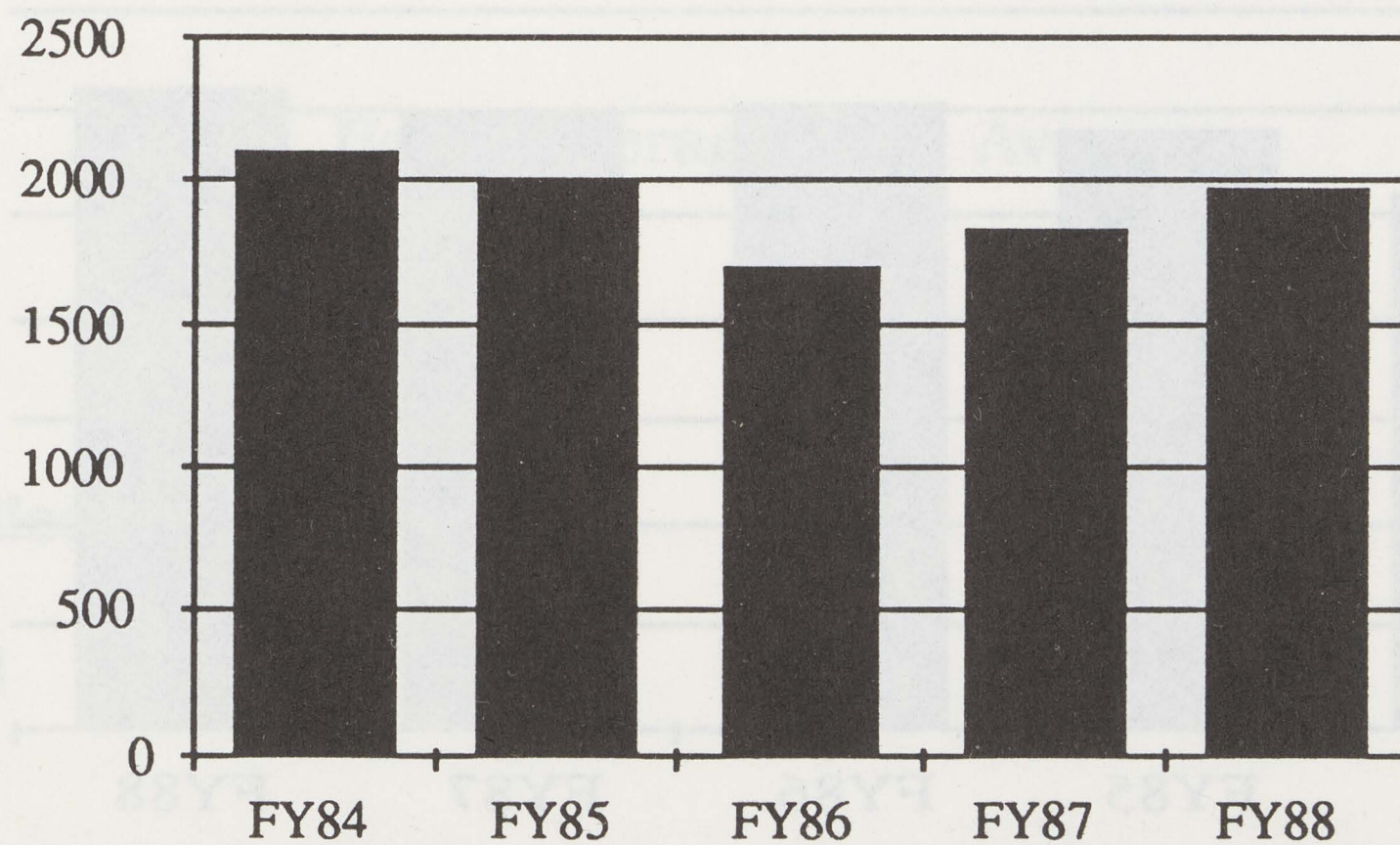
Inmate Participation

The total number of inmates employed in our industries increased slightly during the year from 1,827 in FY '87 to 1,970 in FY '88. The average number of inmates employed by the Bureau during any given month increased from 601 to 627. We have observed a continuing drop in the number of inmates assigned to a specific job during the course of a year. This provides for greater consistency in production, and allows the inmate an opportunity to develop more fully his or her skill at the assigned position.

Inmate Employment Summary

Total employed.....	1,970
Number of working days.....	248
Average number employed.....	627
Number of inmates per job assignment..	2.0
Number of new inmates assigned to payroll.....	1,343
Number of inmates dropped from payroll.....	1,249

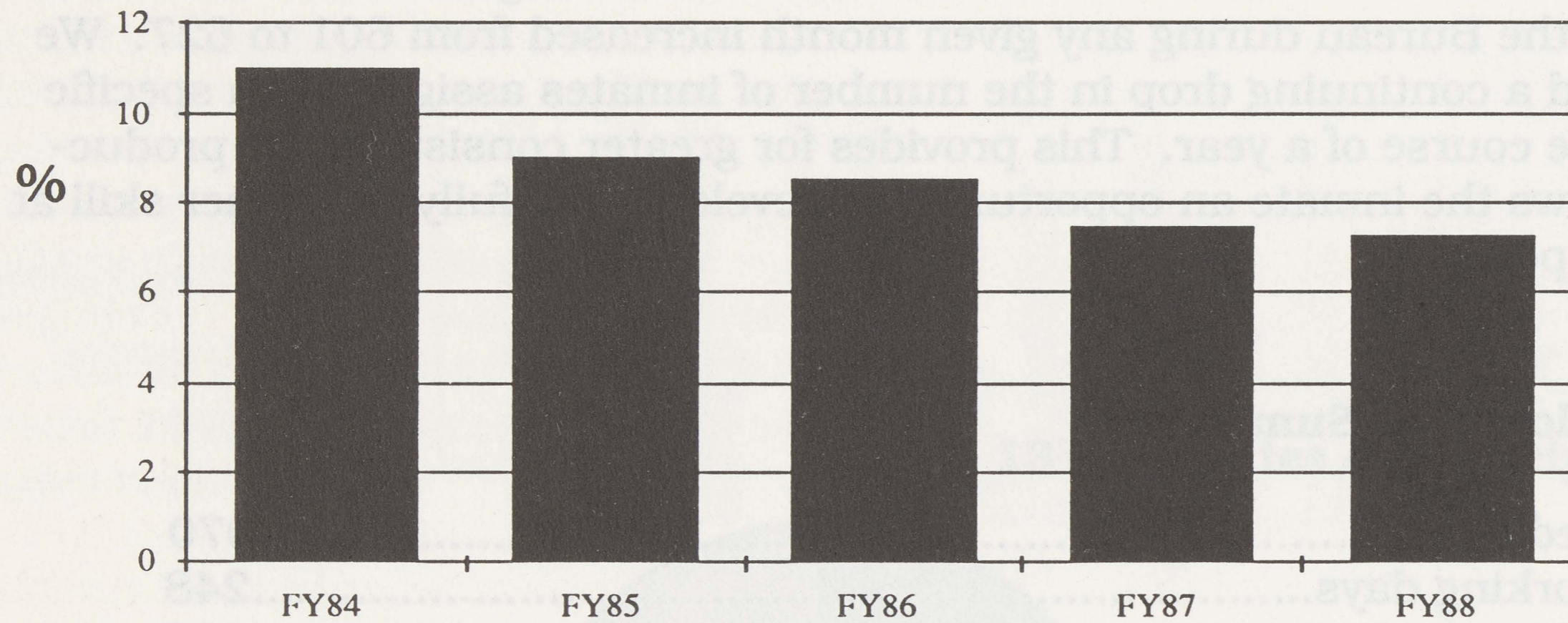
Total Inmate Employment FY 1984 - FY 1988



After dropping to a low in FY 1986 the total number of inmates employed during the course of the fiscal year has increased steadily. This trend is expected to continue as industrial programs are added.

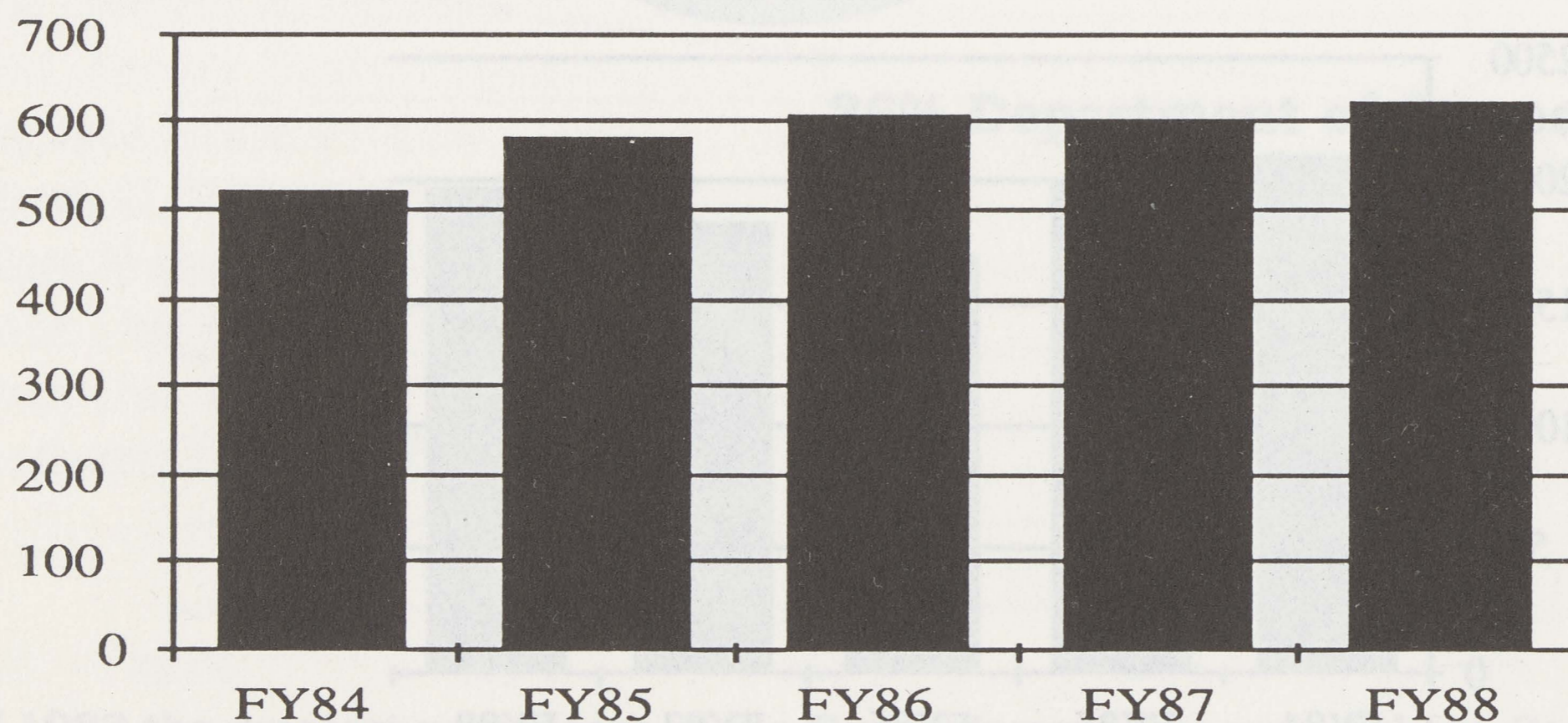
Inmate Participation

Inmate employment as percentage of total adult population



The number of inmates employed as a percentage of the adult population housed in those facilities where industrial programs are located has steadily declined over the past 5 years. The number of new inmate work opportunities have not yet been able to keep pace with the continuing growth in the adult population.

Average number of inmates employed FY 1984 - FY 1988



The average number of inmates employed during the year is growing in accordance with the increase in the total number of inmates employed.

Inmate Participation

Inmate wages are determined by the number of hours worked and the inmate's job scale. For example, inmates are classified as unskilled, semi-skilled and skilled. An inmate starts out as a "learner" at the "D" rate of .26 per hour for a period not to exceed two months. After two months all employees are evaluated and, if successful, promoted to the "C" rate as an unskilled laborer at .31 per hour. As positions become available through promotion and attrition, inmates are able to advance through the system based upon their job performance and the recommendation of civilian instructors.

The "B" semi-skilled rate is currently .46 per hour. The "A" rate, skilled position at the top of the scale is .56 per hour.

As an incentive to inmates who have demonstrated managerial abilities, the position of Inmate Instructor Assistant was created. The Inmate Instructor Assistant is responsible for assisting civilian employees with the production aspects of the industry and pays .86 per hour. This is the highest attainable inmate position in the Bureau.

Current inmate *Daily Wage* rates are:

	Below Average	Average	Above Average
15% Skilled	\$1.40	\$1.45	\$1.50
45% Semi-skilled	1.30	1.35	1.40
40% Unskilled	1.20	1.25	1.30

Those industries at Garden State YRC&C utilize the daily wage rate and provide a bonus of .25 per day to inmates working a minimum of five hours daily.

Inmate Participation

The **Hourly Wage rate** is in effect at State Use Industries located at Bayside, East Jersey and Northern State Prisons and those at the Wagner and Mahan Correctional Facilities, as well as at the Bureau's Central Warehouse in Trenton.

These rates are currently paid:

15% Skilled	"A" rate	.56 per hour
45% Semi-skilled	"B" rate	.46 per hour
40% Unskilled	"C" rate	.31 per hour
Learner (Two months maximum when necessary.)	"D" rate	.26 per hour
Inmate Instructor Assistant		.86 per hour.

(This position is limited to qualified inmates only. Training is at management level and gradually requires the inmate to accept responsibility for operating the industry.)

The **AM/PM rate** is paid to the inmate work force at N.J. State Prison.
Pay scale for the three-hour AM/PM shifts is:

	Below Average	Average	Above Average
15% Skilled	\$2.25	\$2.35	\$2.45
45% Semi-skilled	1.75	1.85	1.95
40% Unskilled	1.25	1.35	1.45
Learner - \$1.20 (Two months maximum when necessary.)			
Inmate Instructor Assistant - \$3.20			

Appendix I

A Perspective

Background

Since Colonial days, the policy of the State of New Jersey has been to provide work for prison inmates. Industrial activities in State institutions were established when the first prison was built in 1798.

Emphasis was more on profit than training, historically, to create income for defraying the cost of institutional maintenance. Manufacturing was not diversified, so that large quantities of such basic items as shoes, brushes and garments were produced with prison labor for sale on the open market by both the State and State contractors.

At approximately the turn of the century, the competition of prison-made goods on the open market reached such extensive proportions that change became inevitable.

The Bureau of State Use Industries was created in 1918 with passage of the State Use Law — legislation that was created through the cooperation of industry, labor and the public. The State Use system was established in principle within the Department of

Institutions and Agencies under the State Board of Control. Activities involving large-scale production of items competitive with the private sector were curtailed, and the process of adapting selective production to the needs of the available tax-supported governmental market was begun.

In November, 1976 the Department of Corrections was established, and has since regulated the activities of the Bureau.

Organization

The Chief of the Bureau reports to the Commissioner of Corrections through the Assistant Commissioner and Assistant Director of the Division of Administration. Under New Jersey Revised Statute 30:4 and Departmental Standard 610 the Bureau is responsible for overall planning, selection of products, management of materials and equipment, coordination of processes, distribution of products and provision of technical consultation and services. The State Use Industries program is administered without appropriated funding, and is self-supporting. The program is financed through a revolving fund, from which all operational expenses are paid.

Appendix I

Computerization, central warehousing of the majority of products, and an efficient truck delivery fleet, has enabled the Bureau to satisfy ever-increasing customer requirements.

Operation

State Use Industries operates 18 industrial shops utilizing inmates from nine correctional institutions. A wide range of products are manufactured which are sold only to tax-supported agencies, institutions and units of state, county and municipal governments.

Through a Central Office and Central Warehouse, the Bureau staff conducts operations normal to any manufacturing enterprise including such business functions as billing, cost accounting, payroll and personnel activities, product and plant engineering, sales promotion and the delivery of products. The ultimate goal of the Bureau is to assure customer satisfaction through an efficient and diversified manufacturing and on-the-job training program.

Rehabilitation

The Bureau is required to provide staff technical services, capital equipment and financing to maintain a diversified, on-the-job training program with opportunities for employment in productive occupations for inmates of State

correctional institutions.

Up-to-date industrial training methods aid in the rehabilitation of inmates, and provide gainful employment while in custody allowing them to earn wages and work credits toward the reduction of their sentences.

Industrial work programs not only provide the training necessary for future employment in the private sector, but also encourage inmates to develop a sense of responsibility toward their jobs, pride in their work, and a feeling of self-worth.

Inmates must work five days in this atmosphere to earn one day of work credit. These accumulated credits are applied against their sentences, reducing them by one day for each credit earned. Both wages and work credits provide motivation. Inmates receive neither wages nor work credits for non-performance.

Although State Use Industries is mandated by law to be self-supporting, the benefits derived by inmates and society as a whole cannot be measured in terms of dollars and cents. The work experience and job training will hopefully assist them to become self-supporting, responsible citizens when released.

Appendix II

A WORKING PARTNERSHIP

In early 1986 Marvin B. Jacobson, partner in the architectural/engineering firm of CUH2A, met with Joseph "Bucky" Maisto of the N.J. Department of Corrections' Office of Institutional Support Services to discuss construction of the Administrative Close Supervision Unit facility (ACSU) at East Jersey State Prison.

Subsequently, representatives of the Bureau of State Use Industries were invited to a meeting that included officials from the State Treasury Department's Division of Building and Construction, CUH2A and the Office of Institutional Support Services. The purpose of the meeting was to determine whether State Use Industries' Metal Fabrication Shop at the Albert C. Wagner Youth Correctional Facility could manufacture cell furnishings required for the new ACSU.

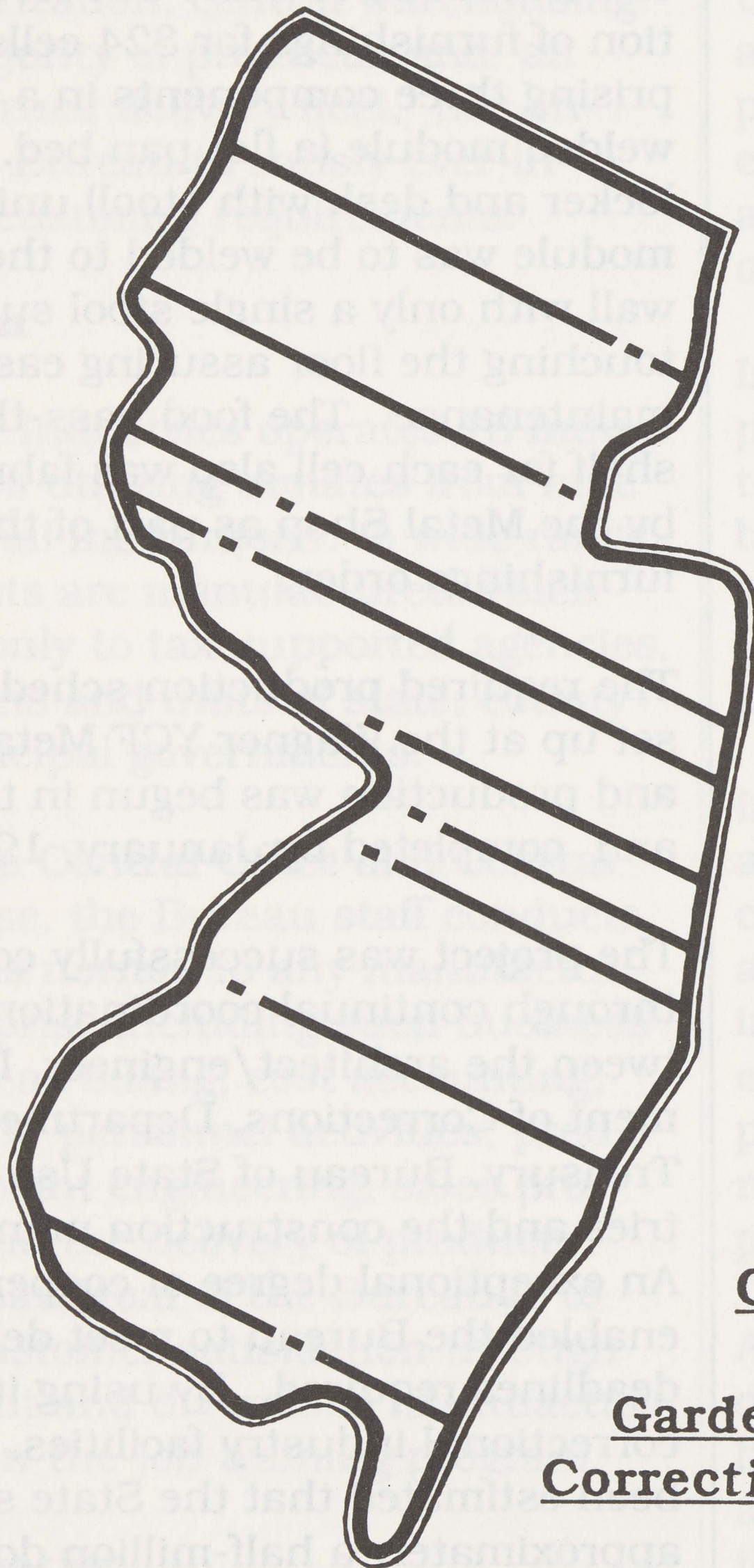
After reviewing the plans, it was agreed between State Use, the architect/engineer and Departments of Treasury and Corrections officials that the Metal Shop was well equipped to fabricate the required cell furnishings. State Use then produced a prototype of the furniture as specified by CUH2A. State Use next developed shop drawings of the finished product, and then received the approval of the architect/engineer and State officials.

An order was issued by the Department of Corrections to State Use for production of furnishings for 324 cells, comprising three components in a single welded module (a flat pan bed, footlocker and desk with stool) unit. Each module was to be welded to the cell wall with only a single stool support touching the floor assuring ease of cell maintenance. The food pass-through shelf for each cell also was fabricated by the Metal Shop as part of the cell furnishings order.

The required production schedule was set up at the Wagner YCF Metal Shop, and production was begun in the fall, and completed by January, 1988.

The project was successfully completed through continual coordination between the architect/engineer, Department of Corrections, Department of Treasury, Bureau of State Use Industries and the construction manager. An exceptional degree of cooperation enabled the Bureau to meet delivery deadlines required. By using its own correctional industry facilities, it has been estimated that the State saved approximately a half-million dollars in providing these cell furnishings.

Industrial Locations



New Jersey State
Prison

East Jersey State
Prison

Northern State
Prison

Riverfront State Prison

Bayside State Prison

Edna Mahan
Correctional Facility
for Women

Albert C. Wagner Youth
Correctional Facility

Garden State Reception and Youth
Correctional Facility

Mountainview Youth Correctional
Facility



Industrial Locations



New Jersey State
Prison

East Jersey State
Prison

Northern State
Prison

Riverfront State Prison

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