

STATE OF NEW JERSEY  
DEPARTMENT OF INSTITUTIONS AND AGENCIES  
DIVISION OF CORRECTION AND PAROLE

ANNUAL REPORT  
of the  
BUREAU OF STATE USE INDUSTRIES

Fiscal Year  
1964-1965

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ANNUAL REPORT BUREAU OF STATE USE INDUSTRIES 1964-1965

To: Mr. Albert C. Wagner, Director  
Division of Correction and Parole

From: John C. Bonnell, Chief  
Bureau of State Use Industries



It is my pleasure to submit the Annual Report of the Bureau of State Use Industries for the fiscal year ending June 30, 1965; the detailed statement of the condition of the funds of the Bureau together with certain operating statistics will not be available before September, 1965, and the information will be forwarded at that time to be attached to this report.

The mission of the Bureau is to furnish employment in productive occupations for the inmates of the penal and correctional institutions and the operating goal is to give inmates the best possible training in line with employment opportunities which may be available upon release. Substantial investment in new tools and equipment was made during the year and increased emphasis was given to providing work for the younger reformatory type inmate. Financing of the operations is accomplished by means of a Revolving Fund which is maintained by receipts from sales of the products of the shops. The customers of the Bureau are limited to tax supported institutions or agencies at the State, County and Municipal level. The product line is well diversified, covering about 160 categories of products and was broadened this year by the adoption of new sign making techniques and materials and the installation of metal working machinery in the new Metal Furniture Shop at Borden-town Reformatory to produce shelving, lockers and similar items. Special equipment was also acquired for welding ferrous and non-ferrous metals to improve quality of screens and also enable more efficient assembly of metal chair frames. The industries also installed a metal treatment system and enamel baking oven in order to improve both the appearance and durability of the finishes of the steel products fabricated in the various shops.

ADMINISTRATION

The major problems encountered in the operating of a diversified, self-sustaining industrial organization in the correctional institutions were contrasted by significant events and accomplishments which indicate continued improvement in the work program.

Obsolescence of physical plant, price pressures occasioned by rising costs of materials, salaries and services, staff turnover, customer pressures and increasing technical demands required to meet new markets all posed major problems.

Significant accomplishments were renewed emphasis on quality control, improved accounting and inventory control systems and establishment of technical specification services particularly to serve the industries supplying contract items.

Approximately \$97,000.00 was invested in new capital equipment or improvements to replace obsolete units, to rehabilitate shop facilities or to establish new shops or services. Numerous product items have been re-designed to take advantage of today's requirements and materials with corresponding economies and upgraded quality.

Staff training has been enhanced by participation in the Divisions' programs and versatility of instructor personnel is being encouraged by combination of shops wherever possible. Efforts also continued during the year to improve the public image of the Bureau and the employee's awareness of his value to the State service.

Activities tending to maintain or improve physical plant included:

- (a) Rehabilitation of the electrical and heating systems in the Industrial Building at Rahway. The institution was very helpful and cooperative on this job which cost in the neighborhood of \$30,000.00.
- (b) The Shoe Shop at Rahway was cleaned up and painted, also all manufacturing operations were moved into one room enabling reduction of instructor personnel from 4 to 3.
- (c) The Textile operations at Rahway were consolidated into one shop with corresponding savings of one salaried employee. Certain obsolete looms were eliminated in the move and the weaving of some fabrics has been discontinued.
- (d) Metal Furniture Shop was built in the new Industrial Building. instructor personnel were obtained and trained. A fine order for metal shelving was awarded and the shop is satisfying this order and exploring new products for the future. Approximately \$75,000.00 capital has been invested in this project to date with more required as line develops.
- (e) Due to removal of certain unused, special purpose equipment in the Sewing Industry at Clinton it was possible to add additional sewing machines and increase employment by six jobs.

Progress was also made toward establishment of the Salvage and Repair Shop in the new Bordentown Industrial Building; in locating and storing equipment for the shops in the new Youth Reception and Correction Center at Yardville; in planning and preparing to equip the work shop unit in the Johnstone Readjustment Center which is scheduled for opening before January 1, 1966 and in planning for the shop-New Leesburg Medium Security Institution.

In order to better service our existing contracts which, at the

present time, amount to about \$280,000.00 a technical section has been established to provide estimating, planning, technical specifications, production scheduling and cost analysis required by this type of operation.

Under the active guidance of the Assistant Chief a program was prepared for Quality Assurance hopefully to reach all levels of the organization and a Quality Steering Committee was organized which met in October, 1964. A Quality Conference involving all Bureau personnel was held at Rutgers on January 15, 1965, with 79 persons in attendance and follow up meetings of the Quality Steering Committee were held in March and June. The interest is being maintained and continued activities are planned for the current fiscal year.

Extensive adjustment in work assignments in the Central Office became necessary after the retirement of 4 key employees July 1, 1964. The training involved in these moves began months in advance of the departure of the retirees and is still progressing.

### ORGANIZATION

Twenty-six shops were operated during the year. These accommodated 36 different types of industries in 6 institutions. At the close of the year the Bureau had 101 budgeted salary positions authorized and 93 filled.

In the field the Bureau employed 61 instructors and other operating personnel (an increase of 3) and 10 correction officers; (a decrease of 1) Central Office employment is 22, up 1.

During the year members of the Central Office staff made 584 institutional visits and special field contacts, in addition, the Field Representative made 394 calls to the Using Agencies throughout the State plus public relations duties on State Use Exhibits at various conferences and meetings.

The staff traveled 41,617 miles during the year in their duties and the industries operated 4 trucks a total of 62,996 miles for delivery of products; in order to augment this service which encompassed the handling of about 6900 ton of products, contract services of \$20,456.00 were purchased from the outside.

### STATE USE ADVISORY COUNCIL

This year, as in previous years, the Bureau continued to receive valuable assistance from the State Use Advisory Council which is in its 14th year of existence. Council membership remained at 12 until the last week of June when we were saddened by the death of Vice Chairman, Joseph W. Beck of South Orange who represented Management and Peter V. R. Schuyler, Jr. of South Orange who represented Welfare Administration in addition to being President of State Prison Board of Managers.

Council members at the present time are:

Chairman - Mrs. Maxwell Barus, Montclair - representing the public  
Burnwell B. Banks, Orange - training and personnel  
Bradford Cochran, Far Hills - finance  
Harvey A. Collins, Ridgewood - small employer and labor (A.F.L.)  
Dr. Bertram Crocker, Long Branch - sociology  
Malcolm Kirkpatrick, Jamesburg - management  
Jack Lamping, Toms River - public relations  
Robert J. Laird, Bloomingdale - labor (C.I.O.)  
Norman Mallor, N. Caldwell - retailing  
Herman Tublitz, S. Orange - management

The Council met five times during the year in September, November, January, March and May.

INDUSTRIAL INFORMATION

Shops of the Bureau

State Prison, Trenton

Auto Tag  
Bakery  
Clothing  
Knitting  
Machine Shop  
Mattress  
Printing  
Upholstery

State Prison Farm, Rahway

Clothing #1  
Clothing #2  
Machine and Beds  
Signs & Industrial Finishing  
Shoe Manufacturing & Repair  
Textile  
Woodworking  
Miscellaneous Manufacturing  
a. Furniture Salvage & Repair  
b. Carton Manufacture

Reformatory, Bordentown

Brooms  
Commercial Laboratory  
Metal Furniture  
Mops  
Salvage & Repair  
Sheet Metal & Screen  
Soap

Reformatory, Annandale

Bags & Baskets  
Cannery  
Feed Mill  
Shoe Repair  
Snow Fence

Reformatory for Women, Clinton

Clothing

State Hospital, Trenton

Occupational Therapy  
(brush and weaving)

EMPLOYMENT

The shops furnished a 1001 full time jobs, slightly less than last year. 886 of these jobs were in the penal and correctional institutions and included about 21% of the inmate population. 115 patients were assigned to the detail of the Brush and Weaving Shop at the Trenton State Hospital for occupational therapy purposes.

The average annual output in sales for penal and correctional job was about \$2507.00 this year up approximately 2% from last year. The turnover rates in the several shops continued to pose a large training problem as 2233 inmates were assigned during the year to fill the 886 jobs. This represents an average of 2.5 inmates for each job, up from last years figure of 2.3. The turnover rates for the several institutions compared with last years figures are shown below.

	<u>Average Jobs</u>		<u>Inmates Assigned During Year</u>		<u>Average inmates per Job 1965</u>	
	<u>'64</u>	<u>'65</u>	<u>'64</u>	<u>'65</u>	<u>'64</u>	<u>'65</u>
Prison	350	315	645	536	1.8	1.7
Rahway	319	278	693	762	2.2	2.7
Bordentown	92	115	317	411	3.5	3.6
Annandale	125	124	336	378	2.7	3.1
Clinton	<u>52</u>	<u>54</u>	<u>175</u>	<u>146</u>	<u>3.4</u>	<u>2.7</u>
Total	<u>938</u>	<u>886</u>	<u>2166</u>	<u>2233</u>	<u>2.3</u>	<u>2.5</u>

STATISTICS

Balance Sheet and Operating Statement will be supplied in September as final results of the years' work must wait until inventory is priced and extended. Physical inventory as required by statute was taken this year on the last two working days of June; a special physical inventory was also taken at Rahway December 30 and 31.

SALES

Preliminary estimates indicate sales volume will be approximately \$2,200,000 or about the same as 1964 adjusted figures.

INMATE WAGES

Inmate wages are paid per Administrative Order 1:21-4 July 1, 1963.

For the Prison and its branches rates were 21¢ 25¢ 30¢ 35¢ and 43¢ per day; at Clinton Reformatory the rates were 21¢ 25¢ and 30¢ per day; and at Annandale and Bordentown the ranges were 16¢ 18¢ 20¢ a day. Total wages paid to inmates were \$58,463.96 = down slightly from last year.

Average daily wage at Prison and Rahway remained at 33¢ with majority of the jobs on evaluation. Average working hours remained substantially unchanged from previous years, being 25-1/2 hours per week at Prison and Rahway; 35 at Clinton, Annandale and Bordentown.

#### AUDIT

An audit of the Bureau's accounts was completed this year with report being received April 30th; numerous recommendations resulted; these have been studied and some have been implimented while others are now being studied.