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ANNUAL REPORT

of the

BUREAU OF STATE USE INDUSTRIES

Fiscal Year

1976-1977

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ANNUAL REPORT, BUREAU OF STATE USE INDUSTRIES 1976-1977

TO: Mr. Herbert Blumenthal, Ass't. Commissioner
Division of Administration

FROM: Irving Seligman, Chief
Bureau of State Use Industries

The following Annual Report is submitted by the Bureau of State Use Industries for the fiscal period ending June 30, 1977.

Under the newly established (November 1976) Department of Corrections administrative organization, the Bureau has been reassigned as an integral unit in the Division of Administration and Budget.

The Bureau of State Use Industries operates under legislative powers vested in the Commissioner of Corrections (R.S. 30:4-4, also R.S. 30:4-92 thru 100).

Department Standard #610 stipulates that the Bureau's purpose is, "to provide economically and in sufficient quantities, quality goods and services for use by tax supported agencies in New Jersey; to provide the inmate with opportunities for vocational training, useful and productive employment; and to allow the inmate to reinforce, develop or modify attitudes, skills and habits so they can be valuable to him in his institutional adjustment and increase his potentials for employment and adequate adjustment to a job when he returns to his community."

"The Chief Executive Officer of each operational unit is responsible for the management and direction of any State Use activities within his unit and for the satisfactory completion of such manufacturing schedules and training objectives as are established for his operational unit by the Bureau of State Use and approved by the Director."

"The Bureau of State Use has the responsibility for overall planning, accounting, procurement of materials, distribution of products and rendering of technical advice and service."

The industrial program operates from a Revolving Fund (R.S. 30:4-100) and is financed exclusively from earned profits. State Use Industries does not receive any appropriated funds and is required to be self-supporting. The Bureau's primary goals are therefore:

a. operate the industries profitably
b. improve inmate on-the-job training
c. upgrade and replace capital equipment
d. improve quality and design of products
e. increase the effectiveness of the industrial program.

Under the supervision of trained staff personnel, manufacturing skills are taught to assigned inmate workers. The work ethic is considered an essential, positive factor in any inmate correctional program.

The workshops are arranged so that they will be one part of the correctional institutions which differs least from outside working conditions. The work progran exerts a personal influence upon the inmate, allowing him in a natural way to experience and meet the demands of cooperation and consideration for others expected by society. The guiding principle is that the inmate worker must take the initiative and feel responsible for his future. The function of staff personnel is to gain his confidence and assist the inmate through advice and guidance.

ADMINISTRATION

The Bureau has continued to expand and improve various internal operating procedures for increased efficiency. Our industries overcame a number of challenging production problems during the year with highly satisfactory results.

It is unfortunate that so many unnecessary barriers are placed in our path. State Use Industries has been forced to operate in a semi-autonomous fashion. As noted in the Correctional Master Plan this, "results in curtailed lines of communication between the agents responsible for planning and the agents responsible for implementation."

The Correctional Master Plan also notes: "Coordination of State Use Industries needs with other program priorities has proven difficult. For maximum efficiency of operation, with its many repercussions for competitiveness, income and quality of products, a stable, skilled work force is necessary. No formal structure exists for dealing with the many conflicts with other programs that arise from these needs."

As funds became available during this fiscal period, the Bureau purchased a number of new equipment units. Priority was given to upgrading and replacing machinery in the printing and traffic sign industries. Several new delivery trucks and a 4,000 lb. forklift unit were received. A new Olivetti mini-computer was also installed in the Central Office and staff has been trained in the new operational procedures, with very beneficial results.

After lengthy negotiations, a major sign manufacturing contract was undertaken with the Department of Transportation using a grant from the Federal Highway Administration. Some 20,000 traffic signs and 11,000 sign posts were completed and delivered two months ahead of schedule to 35 counties and municipalities. This is the first time such a contract has been issued to the Bureau and we are pleased that the new policy concept concerning the use of Prison labor has been accepted by all concerned parties. This initial contract establishes a most important precedent in all future negotiations for orders involving Federal participation.

ADMINISTRATION (continued)

State Use Industries has cooperated with a number of Correctional Industries from other States for technical assistance. During the past year we received visitations from New York, Michigan, Virginia and Maryland. In October 1976, Bureau representatives spent several days at New York's Auburn Prison studying their license plate and traffic sign operations.

A difficult legal situation was resolved for the Bureau when the Attorney General's office negotiated an out of court settlement with the Alliance Aluminum Company of West Chester, Pennsylvania. As a result of this transaction, State Use Industries saved $20,000.

An administrative decision was made to close down the Snow Fence Industry at the Youth Correctional Institution, Annandale. The operation was not profitable, costs were rising and the number of inmate jobs was limited. Therefore, after a careful study of the economics involved, we ceased manufacturing in October 1976. All raw materials have been utilized and our entire inventory of finished product has been sold.

The State Use program for advertising Bureau products has been continuing during the year. In addition to our normal methods of customer contact, we revised and reprinted our booklet, "A Brief Description of State Use Industries".

We also upgraded and re-distributed "Sudia Products - Handling Safeguards". This provides chemical and antidotal information in the event of accidental ingestion of Bureau products.

State Use Industries participated in the Focal Point Series on New Jersey Public Television titled "Workin' or Slavin'". This was a 1/2 hour report on the work and attitudes of prison inmates directed by Adenola Ehulom. It was televised on June 19th and June 25th.

The Bureau will now award a "Certificate of Accomplishment" to those inmate workers earning recognition for proficient trade skills - after completing 1500 hours of industrial training and the recommendation of the industry supervisor.

ORGANIZATION

The industries employed a total of 1,755 inmates approximately (11.5% of the resident population) and worked 246 days during the fiscal year. This Bureau operated 19 industries at 7 institutions.

All State Use staff members at the operating units report to the Institution Superintendent as their Appointing Authority. All business transactions are channelled through the Bureau's Central Office. State Use Industries personnel supervise the inmate work force at the various institutions.

ORGANIZATION (continued)

Central Office staff personnel completed 369 visitations during this fiscal year. An additional 306 calls were made by the Field Representative to various Using Agencies. He also operated several State Use exhibits.

The Bureau staff travelled 25,093 miles during this period. In addition, State Use Industries operated 6 trucks for the delivery of products. These vehicles travelled a total of 90,872 miles.

INDUSTRIAL INFORMATION

Shops of the Bureau

State Prison, Trenton

Clothing
Knitting
Machine Shop
Mattress
Printing

Youth Corr. Inst., Bordentown

Metal Industry
 a. Metal Furniture
 b. Sheet Metal & Screen
Soap

Correctional Inst. for Women, Clinton

Clothing
 a. Mop

State Prison, Rahway

Clothing
Machine & Beds
Signs & Industrial Finishing
Textile
Miscellaneous Manufacturing
 a. Patient Aid Equipment

Youth Reception & Correction Cor. Yardville

Miscellaneous Manufacturing
 a. Brushes

Youth Corr. Inst., Annandale

Feed Mill
Snow Fence

State Prison, Leesburg

Auto Tag
Clothing

INMATE EMPLOYMENT

The past fiscal year we experienced a continuing dealine in the number of inmates available for industry assignments. Many shops were forced to operate below their manning tables of organization with resulting hardships. There were frequent inmate absences from the job and heavy inmate turnover due to reassignments.

INMATE EMPLOYMENT (continued)

State Use Industries has expressed dissatisfaction on numerous occasions with the inadequacy of the inmate work force. Adequate labor is a keystone in the factors of production. A stable work force is of paramount importance to the Bureau's industrial progras. Job skills cannot be developed in the inmate worker if he isn't available to receive the training.

The existing condition is a handicap to the inmate workers and undermines the Bureau's ability to satisfy customer commitments in terms of product quality and delivary. A re-evaluation of current work assignment procedures and priorities at the Department level is very necessary if the present erosion of the Bureau's industries is to be turned around.

The State Use Industries operation is currently based on an inmate work detail of 570 full time jobs. The industries only employed 11.5% of the inmate population. During the 1976-1977 fiscal period, the Bureau employed a total of 1,755 inmates. An average number of 62 jobs were not filled.

However, it must be noted that the industries table of organization had been established at 725 inmate jobs. Since the Department was unable to provide the necessary complement of inmate workers, the Bureau was forced to reorganize the industrial program. As a result the work detail was reduced by 155 to the present 570 jobs, machines replaced inmates and we eliminated staff employees no longer required to supervise inmate workers that were lost.

But even with this reduction in force, the manpower situation remains incomplete and unstable. The average number of assigned inmates per month was 508. Our turnover rate per job amounted to 3.5 inmates, an increase over last year's figure which averaged 3.1 inmates per job.

This condition creates a very difficult training problem for the Bureau's reduced trade instructor staff. It would appear difficult to justify an inadequate inmate work force in view of the Department's overcrowded resident population. What practical procedures can be instituted to resolve this continuing ridiculous paradox?

INMATE EMPLOYMENT (continued)

	Average Full Time Jobs				Inmates Assigned During Year				Average Inmates Per Job			
	74	75	76	77	74	75	76	77	74	75	76	77
Prison	139	126	128	135	491	458	295	250	3.5	3.6	2.3	1.9
Rahway	85	144	167	119	356	403	377	426	4.2	2.8	2.2	3.6
Bordentown	41	58	58	65	474	463	263	384	11.5	8.0	4.5	5.9
Annandale	29	22	23	21	366	255	186	179	12.6	11.6	8.1	8.5
Clinton	35	30	34	32	167	236	126	88	4.8	7.9	3.7	2.8
Yardville	12	21	25	24	165	120	104	108	13.8	5.7	4.2	4.5
Leesburg	87	122	103	112	326	436	323	320	3.8	2.6	3.1	2.9
	432	523	538	508	2,359	2,371	1,674	1,755	5.5	4.5	3.1	3.5

Inmate daily wage rates are paid in conformance with Administrative Order 1:21-4 and Standard #620. The last increase in these industry base rates occurred in July 1974.

	Below Average	Average	Above Average
15% Skilled	1.05	1.10	1.15
45% Semi-skilled	.90	.95	1.00
40% Unskilled	--	.80	.85

Those industries utilizing the daily wage rate also pay a bonus of 25¢ per day to inmates working a minimum of 5 hours daily.

An hourly wage rate is in effect at State Use Industries located in Clinton, Trenton and Leesburg. Bureau policy is "No Work - No Pay" regardless of the reason for absence! The following hourly wage rates are currently paid:

15% Skilled	"A" rate	50¢ per hour
45% Semi-skilled	"B" rate	40¢ per hour
40% Unskilled	"C" rate	25¢ per hour
Learner	"D" rate	15¢ per hour

A special job category of Inmate Instructor Assistant has been established. Selection is limited to qualified inmates only and pays 80¢ per hour. Training is at management levels and gradually requires the inmate to accept responsibility for operating the industry.

BUREAU OF STATE USE INDUSTRIES

	Units Mfgd.	Inmates Working	Inmates Assigned	Inmates Dropped	Inmates Short
State Prison, Trenton					
Clothing	45,801 ea.	709	51	50	17
Knit	13,246 doz.	231	20	21	10
Machine	123 jobs	24	0	0	0
Mattress	6,778 ea.	125	8	13	8
Print	21,800,650 Impressions	349	25	20	0
Storeroom, Office, Runners		191	14	17	28
		1,629	118	121	63
State Prison, Rahway					
Clothing	46,266 ea.	475	57	82	40
Machine & Bed	1,344 ea.	146	22	24	1
Miscellaneous	734 ea.	127	39	49	12
Paint & Sign	16,644 ea.	292	48	56	22
Textile	73,962 yds.	305	54	73	56
Storeroom, Office, Runners		156	33	31	2
		1,501	253	315	133
State Prison, Leesburg					
Auto Tag	2,703,989 ea.	401	62	62	0
Clothing	77,460 ea.	942	147	145	56
		1,343	209	207	56
Youth Corr. Inst., Bordentown					
Metal Industries	6,473 ea.	586	202	150	78
Soap	314,676 lbs. 41,814 gals.	261	117	96	48
		847	319	246	126
Youth Corr. Inst., Annandale					
Feed Mill	70,764 bags	242	157	153	90
Snow Fence	202 rolls	14	0	4	2
		256	157	157	92
Corr. Inst. for Women, Clinton					
Clothing and	63,987 ea.	386	54	41	218
Mop	38,027 ea.				
Youth Recept. & Corr. Ctr., Yardville					
Miscellaneous (Brush)	12,244 ea.	289	83	68	1
TOTALS		6,253	1,193	1,155	689

FINANCIAL STATISTICS

In accordance with statutory requirements (RS 30:4-100), a physical inventory was taken on the last two days of the fiscal year.

The inventory is being priced and extended. A Balance Sheet and Operating Statement will be submitted shortly indicating the results of our industrial program for the past year.

SALES

The Bureau's activities during this fiscal period produced a sales volume of $4,087,347.39. This is about 7-1/4% more than last year's figure of $3,811,943.60.

It should be noted that this is a fiscal period reflecting many variable and inflated cost factors. However, despite the numerous problems encountered by our State Use staff, the sales volume establishes a new record of achievement in the Bureau's 55 year history. It is an indication of the manufacturing potential that could be developed with active support and cooperation by all concerned.

Sales distribution was 19% for the Department of Institutions and Agencies, 14% for Department of Corrections, 18% Department of Human Services, 38% to other State Departments and 11% to Counties and Municipalities. The following chart indicates the relative comparisons in dollar thousands:

	1975-76	1976-77	Net Change
Dept. of Institutions & Agencies	1,929	780	
Dept. of Corrections		577	+ .08%
Dept. of Human Services		738	
Other State Departments	1,400	1,557	+ 11%
Counties & Municipalities	483	435	- 10%
	3,812	4,087	+ 7%

Major credit for this outstanding accomplishment is given to the Auto Tag, Feed Mill, Sign, Printing and Soap Industries. While the volume of business for these operations was greater than previously experienced, the addition of the Department of Transportation traffic sign contract was a most beneficial asset. Although net return cannot be determined until our accounting process is completed, the industries will record a profitable operation for the 1976-77 fiscal year.

SALES (continued)

The following Bureau statistics indicate valuable trend comparisons based on earlier 5 year intervals:

1. Fiscal Year 1976-77

Sales Volume	$4,037,347
Operating Industries	19
Inmates Employed	508
Staff Employees	70

2. Fiscal Year 1971-72

Sales Volume	$2,411,284
Operating Industries	25
Inmates Employed	767
Staff Employees	89

3. Fiscal Year 1966-67

Sales Volume	$2,328,808
Operating Industries	27
Inmates Employed	1000
Staff Employees	95

During the past 10 years State Use Industries has eliminated 8 industries, reduced staff by 25 employees and lost almost 500 inmate workers. Despite these negative factors, Bureau management has instituted better administrative procedures designed to improve efficiency, eliminate waste, reduce costs and bolster production. As a result the industrial program has continued to remain self-supporting without cost to New Jersey taxpayers.

CAPITAL EXPENDITURES

Total equipment purchased during the year amounted to $81,702.03. This expenditure contributed to the continued modernization of the industries.

GIFTS AND GRANTS

No items were donated to State Use Industries during this year.

STAFF NOTES

The Bureau Chief attended the Mid-winter meeting of the Correctional Industries Association in February 1977 at Virginia Beach, Va.

The Chief and Assistant Chief also participated in the Middle Atlantic States Conference on Correction at Valley Forge, Pa. in May 1977.

A State Auditor's recommendation to transfer State Use correction officers to institutional payrolls beginning with the new fiscal year is being implemented. This very important decision will relieve the Bureau of an undue financial burden and establishes a uniform Department policy on officer assignments to the industries.

Training:

1. We have continued the program of distributing various management pamphlets on a regular basis to all staff employees. This information is designed to emphasize supervisory responsibilities as part of the Bureau's management team.

2. The issuance of new and revised Industrial Directives is a continuing procedure as required. These communications standardize Central Office policies at each of the concerned institutions.

3. A number of Supervisor Staff Meetings have been conducted at both Central Office and the institutions.

4. The Bureau subscribes to a number of trade journals. These are intended to upgrade staff information and develop industrial contacts.

5. Staff members participated in appropriate trade exhibits during the year. Some of these were - Packaging, printing, knitting, clothing and safety.

Safety:

Bureau management is always concerned with maintaining a safe industrial operation. All workers are cautioned to observe common sense safety regulations, report possible hazards for correction and practice good housekeeping procedures.

There were three accidents reported by the various industries which required hospitalization during the year. This is a very good safety record when we consider some of the potential problems that could arise if reasonable care isn't exercised in operating machinery.

Rahway reported a small fire in the Textile Industry during December 1976. The Trenton Prison had some difficulties with frozen water pipes in the Warehouse area on two occasions during the winter months.

Safety: (continued)

In February 1977 the Bureau conducted a conference to discuss various factors associated with bedding combustion. Representatives from the Purchase Bureau, Corrections and the Fire Marshall's office were present. A separate report was forwarded to all concerned. The Bureau is now experimenting with a newly discovered Fiberglass fabric for covering mattresses and pillows which is flameproof and has other desirable qualities. We have high hopes that this material will help to alleviate the risk factors involved in bedding combustion. A number of inquiries have been received from other States and Canada about our experience with this fabric.

Grievances and Discipline:

1. On December 1, 1976 Bureau staff members participated in a Civil Service Hearing Appeal requested by the former supervisor of the Bordentown Metals Industry. A decision favorable to this Bureau and the Appointing Authority resulted.

2. The Chief and Assistant Chief participated in a 3rd step employee grievance at Leesburg on April 13th which was withdrawn by the grievant during the hearing.

3. On May 5th the Chief participated in a disciplinary hearing at Leesburg. The employee received a suspension of 20 days for violating Department regulations.

4. The Chief and Assistant Chief participated in a 3rd step grievance resulting from an unsatisfactory employee merit rating at Trenton Prison. For technical reasons, the Appointing Authority reversed his earlier decision and ruled in favor of the employee.

STAFF PERSONNEL COMMENTS

Leaves of Absence:

John Pursel, Supervising Inst. Tr. Instr.	8/76
Paul Vechy, Assistant Industrial Manager	10/76
Mary Mercantini, Clerk Typist	4/76-11/76
Gloria Wolfe, Clerk Typist	12/76
Allan Metcalfe, Storekeeper II	2/77
Steve Buczek, Assistant Industrial Manager	3/77
Harry Sullivan, Inst. Trade Instr. I	3/77
John Pursel, Supervising Inst. Tr. Instr.	6/77

STAFF PERSONNEL COMMENTS (continued

Transfers:

James Trotter, Truck Driver - Rahway to Motor Vehicle	8/76
Harold Lynn, Ass't. Ind. Mgr. - Bordentown to Prison	9/76
Steve Buczek, Ass't. Ind. Mgr. - Prison to Bordentown	9/76
Robert Bloom, Inst. Trade Instr. I - Rahway to State House Maintenance	1/77
Ernest Daiesiuta, Inst. Trade Instr. I - Leesburg to Rahway	3/77

Promotions:

Angelo Marino, (Acting Ass't. Industrial Manager	10/76
Reino Kosti, Supervising Inst. Trade Instr., Textile	11/76

New Employees:

John Peraino, Clerk Typist	7/76
Michael Pejko, Supervising Inst. Tr. Instr., Printing	7/76
Charles Kelley, Buyer	7/76
Philip Barbieri, Truck Driver	9/76
Teresa Romani, Clerk Typist	12/76
Gary Gowesky, Inst. Trade Instr. I, Furniture Repair	1/77
John Miller, Inst. Trade Instr. I, Furniture Repair	3/77
Ronald Noblett, Inst. Trade Instr. I, Metal Fabrication	5/77

Terminations:

Horace Roberts, Inst. Trade Instr. I, Textile	7/76
John Peraino, Clerk Typist	8/76
Mary Mercantini, Clerk Typist	11/76
Gary Gowesky, Inst. Trade Instr. I, Furniture Repair	2/77
Margaret Johansson, Clerk Typist	6/77

Retired:

Harry Fields, Inst. Trade Instr. I, Snow Fence	10/76
Warren Mading, Inst. Trade Instr. I, Snow Fence	10/76

ANNANDALE: James Williams, Institutional Trade Instructor I was honored as the State Use Industries Merit Award representative at the Foragate Country Club.

HIGHLIGHTS OF PROBLEMS AND CONCERNS

1. This Bureau's continuing dissatisfaction with an inadequate inmate work force is well documented. The turnover rate is excessive and presents a tremendously difficult training task for our limited instructor staff. Coupled with the mandatory requirement that the industrial program be self-supporting, the production effort is severely handicapped.

Under these circumstances the inmate manpower cannot receive proper training in the required work skills. The quality and quantity of some finished products is unreliable and this factor is not conducive to customer satisfaction.

It is the Bureau's opinion that the priorities involving the industrial operations must be re-evaluated at the Department level. Policy determinations must be made as to the relevance of the industries in the correctional system and the kind of active support the Bureau can anticipate in the future.

2. State Use Industries is handicapped by a shortage of staff personnel. We have requested Civil Service examinations for a number of positions and have been waiting more than 7 months. None of the required tests have been held to date.

3. We have added an Industrial Manager and a Buyer position to the State Use management team. These areas of reponsibility improve the Bureau's production controls and as such are a valuable asset. As an administrative function the additional purchasing service has assisted all our industries by expediting raw material and equipment needs.

However, State Use continues to have serious problems with the Purchase Bureau. Waiting periods greater than six months are not uncommon in our experience and this is an intolerable situation. The Purchase Bureau recognizes that State Use Industries has special purchasing needs, but offers no viable alternatives to existing procedures which will expedite our requirements. The Using Agencies just cannot afford such lengthy delays in the delivery of finished products from State Use Industries. Department support in resolving our relationships with the Purchase Bureau would be very desirable and in the best interests of all concerned.

4. The main criticisms concerning the State Use industrial operations involve the factors of (1) product quality and (2) product delivery. Such criticisms are frequently valid, but generally beyond the control of Bureau management.

Product quality is directly related to training skills. My previous comments on inmate turnover, absenteeism and the shortage of workers all have a bearing on this issue.

4. It should be noted that management would like to revise and upgrade various Bureau products. However, existing circumstances make such goals precarious and difficult to implement. The problems associated with product quality can be resolved by a concerted, cooperative effort which will require departmental direction and assistance.

The Bureau is strenuously attacking the difficulties involved with product delivery:

a. Adding the Industrial Manager and Buyer positions for production and inventory controls.

b. The new computer system will develop vital information rapidly for administrative decisions.

c. Under the guidance of the Assistant Chief, a number of internal control changes are being developed to enhance production information.

d. The traditional methods of handling our customer orders must be abolished and modern techniques installed. The keystone of this objective requires establishing a central warehouse to accommodate the Bureau's finished products.

Production orders would be controlled and issued to all industries by the Central Office. These orders would be based on our annual experience with customer requirements. The computer is programmed to issue such information quarterly. Storage facilities in the industries would be utilized for raw materials including present areas needed for finished products.

All standard finished products would be shipped to the warehouse. Customer orders would be selected, then distributed by our trucks from the warehouse location. Or the products would be available for emergency pickup by the institutions as needed.

Such an arrangement would be beneficial to the Department of Corrections and all other State and County Using Agencies. We would extend our manufacturing lead time and reduce the present inadequate dependence on the Purchase Bureau for vital raw materials.

We have requested Department assistance in establishing the warehouse. The Bureau suggested a facility which was made available to us. But, there was an administrative change in attitude and the program has been stymied for over a year. State Use Industries has no desire to intrude into an area where it isn't wanted. But, this warehouse operation is a matter of vital necessity to the problems of delivery and the successful future of the State Use Industries program. I am anticipating departmental support based on reasonable merit very shortly. Too much valuable time has already been lost.

HIGHLIGHTS OF PROBLEMS AND CONCERNS (continued)

5. The CAVID program (Community Action for Vocational and Industrial Development) has been a continuing matter involving State Use Industries during the past year. The Bureau has cooperated with all concerned parties and participated in a number of meetings on this topic. The proposed program is now in the hands of a legislative committee. There is strong union opposition to the CAVID proposal.

Historically, State Use Industries has on occasion experienced opposition from some unions and various employer groups. The Bureau is currently receiving similar pressures from a trade association and also a disgruntled vendor who previously supplied products to the State of New Jersey.

The State and Federal regulations affecting the State Use operations are deliberately restrictive to minimize competition in the private sector. Any contemplated industrial expansion must take these factors into consideration as a practical reality of the public attitudes toward prison labor.

MONTHLY REPORT LOG SUMMARY	Shops Operating	Inmates Emp.	Visits Staff	Visits Field Rep.
JULY 1976 Buyer C. Kelley joined Central Office staff. Hired Printing Supervisor M. Fejko. Textile Supervisor H. Roberts resigned. Heavy distribution of license plates statewide. Chief met with Youth Correctional Institution Board of Managers and Superintendents of Trenton Prison, Leesburg and Bordentown. Chief and Ass't. Chief met with Director Fauver and Deputy Commissioner Gibbs on clothing problems. Several meetings with CAVID representatives. Bureau staff met with D.O.T. members on traffic sign contracts. Bureau visited by delegation from N.J. Sanitary Supply Association.	20	562	40	25
AUGUST 1976 For the third successive year, the Bureau maintained a successful manufacturing operation and established a new record for industrial output. Chief met with Commissioner Klein, Director Fauver and the Board of Institutional Trustees. Visit by Michigan Prison Industries to study thermal blanket production. Chief met with Superintendents at Trenton Prison and Annandale. Chief attended Deputy Director Elias staff meetings. Various supervisory staff sessions with industry personnel.	20	509	32	17
SEPTEMBER 1976 Inmate work force remains unstable. Production jobs reduced from 725 to 580. Renovating Rahway Sign Industry and adding new equipment. Received our new mini-computer and staff training started. Chief elected to the Board of Directors by the Correctional Industries Association at the ACA Congress in Denver, Colo. Exchanged managers between Trenton and Bordentown industries. Rahway driver J. Trotter resigned. Hirad P. Barbieri in his place. Held a number of staff meetings with industry personnel. Contract discussions with D.O.T. staff members. Chief and Assistant Chief attended E. J. McCann's retirement dinner. Feed Mill Supervisor J. Pursel returned from extended sick leave.	20	530	32	12

MONTHLY REPORT LOG	SUMMARY	Shops Operating	Inmates Emp.	Visits Staff	Visits Field Rep.
OCTOBER 1976	Snow Fence manufacturing closed down. Instructors W. Mading and H. Fields retired October 1st. Rahway Manager P. Vechy on extended sick leave. Supervisor A. Marino assigned in his place as Acting Manager. Chief, Auto Tag Supervisor and Sign Industry Instructor visited Auburn Prison in New York to inspect their equipment and production operations. Printing Supervisor attended trade exhibit in New York City. Chief and Ass't. Chief attended CAVID program in Trenton, also Governor Byrne's signing of legislation creating the new Department of Corrections. Chief met with Deputy Director Elias.	20	525	29	3
NOVEMBER 1976	Clark M. Mercantini resigned after a period of extended sick leave. Field Representative manned a Bureau display during the League of Municipalities Convention in Atlantic City. Semi-annual order of license plates delivered to Motor Vehicle Agencies. Problems obtaining materials from the Purchase Bureau. Chief visited Hunterdon, Clinton and Annandale. Several conferences with Deputy Attorney General on an employee Civil Service Appeal Hearing. Chief and Ass't. Chief met with Superintendents at Leesburg and Bordentown. Staff conferences with various supervisor. Attended Commissioner Mulcahy's reception.	19	507	34	11
DECEMBER 1976	Minor fire at Rahway Textile Shop. A fire sprinkler pipe was frozen and burst in the Trenton Warehouse. Received large sign order from the Green Acres program. Distributed new clothing price lists and several Industrial Directives. Bureau Chief and other staff members participated in a Civil Service Hearing involving the former Metals Industry Supervisor at Bordentown. Annandale Feed Mill Instructor J. Williams honored at the Merit Award Luncheon held at the Forsgate Country Club. Staff members visited D.O.T. Sign Shop. Chief attended Deputy Director Elias staff meeting.	19	520	18	7

MONTHLY REPORT SUMMARY	Shops Operating	Inmates Emp.	Visits Staff	Visits Field Rep.
JANUARY 1977	19	546	26	0
FEBRUARY 1977	19	498	25	28

JANUARY 1977

T. Romani hired as Clerk Typist. The shortage of natural gas forced the Auto Tag Industry to use conservation measures. Production was curtailed. In cooperation with DuPont research staff we field tested 150 sets of plastic license plates. Bureau personnel cooperated with the textile consultant hired by the Purchase Bureau to upgrade yarn and fabric specifications. An inmate was injured in the Prison Print Industry and was hospitalized with a crushed hand. Satisfactory settlement achieved with Alliance Aluminum Company. New equipment installed at Rahway Sign Shop. Chief and Ass't. Chief met on CAVID at Clinton. Security problems at Trenton Prison.

FEBRUARY 1977

Rahway Instructor R. Bloom transferred to the State House. Hired G. Gowesky as replacement. A contract was negotiated with the D.O.T. and the Federal Highway Administration for 20,000 traffic signs and 11,000 channel posts involving federal grant funds. Chief attended ACA Mid-Winter Conference in Virginia Beach, Va. Also addressed a Civil Service Training Seminar on Purchasing. Bureau organized a conference to discuss pillow and mttress flammability standards. Conferences held with managers at Bordentown, Rahway and Trenton. Bureau staff continues meetings with Textile consultant. Another sprinkler pipe burst at the Trenton Warehouse. "A Brief Description of State Use Industries" was revised and re-printed for distribution. Chief met with Director Blumenthal on N.J. Sanitary Supply Association problem. Chief met with Superintendent Hatrak at Rahway. Also Deputy Director Elias and H. Feist on CAVID program.

MONTHLY REPORT LOG	SUMMARY	Operating	Inmates Emp.	Visits Staff	Visits Field Rep.
MARCH 1977	Rahway Trade Instructor G. Gowesky resigned. Storekeeper A. Metcalfe and Clerk G. Wolfe returned from sick leave. Manager S. Buczek and Instructor H. Sullivan on sick leave at Bordentown. Bureau revised its precautionary manual "Sudia Products - Handling Safeguard" and distributed same. Received a new Forklift Truck at the Trenton Warehouse. Instructor E. Dziesiuta transferred from Leesburg to Rahway. A number of printing units installed at the Trenton Prison. Staff visited GSA Surplus Warehouse in Raritan Arsenal. Numerous staff meetings and conferences with vendors on materials and equipment. Staff visits to various institutions. Meetings with Director of Support Services on Clothing.	19	503	49	69
APRIL 1977	Hired Rahway Instructor J. Miller, Delivered 630,000 pair of Auto Tags on schedule. Problems obtaining aluminum coils from the Purchase Bureau. Offset press equipment installed at Prison Print Industry. Also received a new 10 ton Ford Truck. D.O.T. Sign Contract about 50% complete. Chief and Ass't. Chief attended CAVID meeting at the Department of Corrections and also met with Director Blumenthal. Chief and Ass't. Chief participated in employee grievance at Leesburg. Chief attended National Alliance of Businessmen's luncheon at Cedar Gardens as Commissioner's representative. Conferences with NPI Business Manager on large furniture order. Staff visited various institutions. Meetings with supervisory personnel on operational status. Chief interviewed by Adenola Ekulona for Channel 52 Focal Point Series.	19	512	39	44

MONTHLY REPORT LOG SUMMARY	Shops Operating	Inmates Emp.	Visits Staff	Visits Field Rep.
MAY 1977 Correction Officer R. Noblett assigned as trade instructor in Auto Tag Shop. Manager S. Bucsek returned from sick leave. Sign and Printing industries busy with orders. Staff members attended Knitting Arts exhibit in Atlantic City. Chief participated in employee disciplinary hearing at Leesburg. Chief and Ass't. Chief attended MASCO at Valley Forge, Pa. Chief met with Division Director and also Superintendent Hilton. Staff visited City of Trenton Sign Shop. Trenton Prison shops closed for security search. Prison industrial office without telephone service since mid-April.	19	531	34	59
JUNE 1977 D.O.T. Sign Contract completed at Rahway two months ahead of schedule. Sign Industry on Saturday overtime schedule to handle order backlog. Auto Tag Industry closed down because no aluminum is available. Visit to Leesburg Auto Tag by Maryland and Virginia Prison Industry representatives. N.J. Public Television Focal Series program titled "Workin' or Slavin'" was televised on June 19th and 25th. Clerk M. Johansson resigned. Feed Mill Supervisor J. Pursel on extended sick leave. Auto Tag Supervisor J. Kazarow injured in forklift accident. Visit at Annandale by New York Prison industries staff. All industries completing orders with heavy shipments. Prison industrial office still without phone service. Physical inventories taken last 2 days of month. Bureau staff attended Safety Expo in Philadelphia. Bureau provided truck to help move District #6 Parole Office. Chief and Ass't. Chief attended retirement dinner for Deputy Director H. Crystal of the Purchase Bureau. Chief attended Division staff meetings. Also met with various Superintendents and industry personnel on Bureau affairs.	19	510	31	31