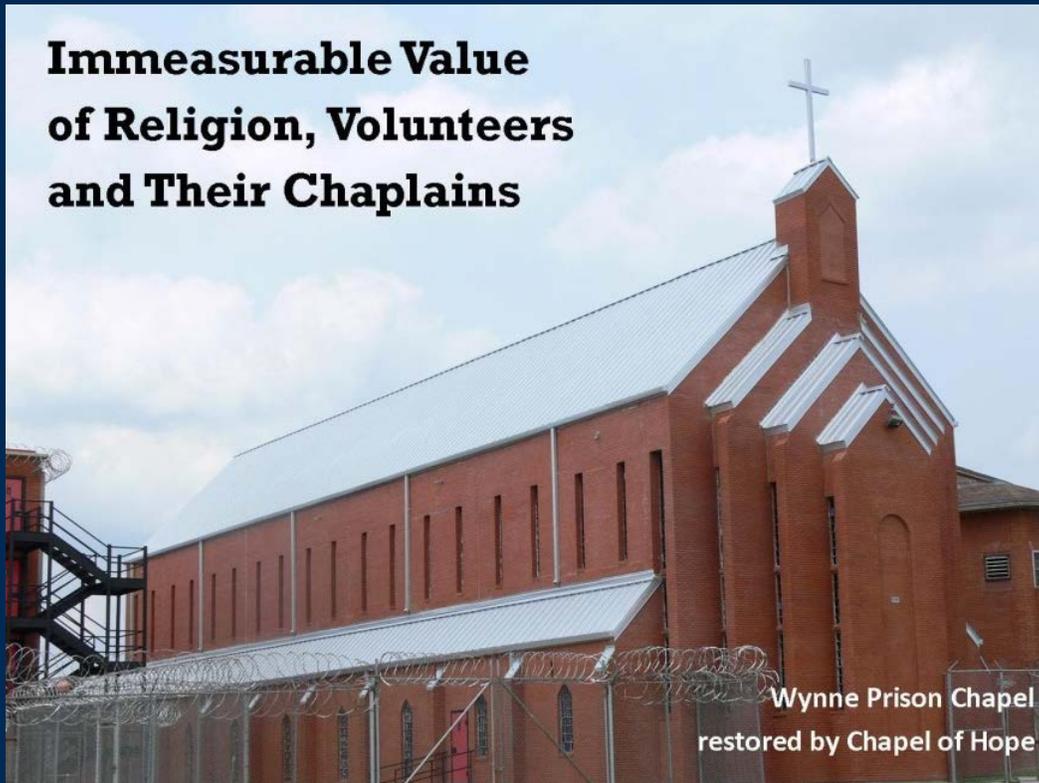


# **How We Saved Texas Prison Chaplaincy 2011**



Forewords by

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*A Resource for the Chaplaincy Profession and Its Defense  
with Staff Chaplain Survival Guide and Audit History*

Michael G. Maness

TDCJ Senior Clinical Chaplain 20 Years

[www.PreciousHeart.net/Saved](http://www.PreciousHeart.net/Saved)



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## Appendix 1 – Emmett Solomon on Staff Chaplains

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**Emmett Solomon (1936-2014)**  
**Retired TDCJ Director of Chaplains**



[www.PreciousHeart.net/Saved/Appendix-1-Emmett-Solomon.pdf](http://www.PreciousHeart.net/Saved/Appendix-1-Emmett-Solomon.pdf)

Emmett Solomon sent me the following article over a decade ago, carte blanche, to publish, use and send as I thought best in forwarding, defending and defining professional Chaplaincy in our 2001 legislative push for Chaplain Professional Equity.<sup>235</sup> He and Suzii Paynter joined me in testifying before the House Appropriations Committee back then in our successful effort that won the first pay-group raise in 40-plus years for all Texas staff Chaplains in TDCJ, MHMR and TYC, an effort that I led with a 100-page proposal on Chaplain Professional Equity and with 64 TDCJ Chaplains.<sup>236</sup> Rob Junell was chair of that committee. After our success, I led about 35 TDCJ Chaplains with Solomon to designate Junell an Honorary State Chaplain for Junell’s leadership during that time.<sup>237</sup>

As with Suzii Paynter in 2001 and 2011 and Frank Graham in 2011, all of us Chaplains owe a debt to Solomon for his courageous and unfailing support for decades—from 1999 *through* 2011—always supporting Chaplains, and without whose help we most likely would not have won.

Here is a bit more on my old friend and mentor.

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<sup>235</sup> See [www.PreciousHeart.net/chaplaincy/Solomon-Chaplaincy.pdf](http://www.PreciousHeart.net/chaplaincy/Solomon-Chaplaincy.pdf), one of the first published online in the documents on Chaplaincy.

<sup>236</sup> See [www.PreciousHeart.net/chaplaincy/01-Chaplain\\_Pt\\_1\\_Proposal\\_2000.pdf](http://www.PreciousHeart.net/chaplaincy/01-Chaplain_Pt_1_Proposal_2000.pdf).

<sup>237</sup> See the certificate [www.PreciousHeart.net/chaplaincy/Certificate\\_Junell-01.jpg](http://www.PreciousHeart.net/chaplaincy/Certificate_Junell-01.jpg).

See [www.PreciousHeart.net/images/Letter\\_McReynolds.jpg](http://www.PreciousHeart.net/images/Letter_McReynolds.jpg) for the letter by Rep. Jim McReynolds sent on my efforts in 2001 and the effort in 2007 that returned 25 Chaplains.

See [www.PreciousHeart.net/Chaplaincy](http://www.PreciousHeart.net/Chaplaincy) for all the documents.

Emmett Webster Solomon Jr. (1936-2014) lived a notable life of service to prison ministry and later in life led prison reform. He was a mentor to many staff Chaplains in prison ministry and to me as my first director of Chaplains when I entered in 1993. He published the *Restorative Justice News* (formerly, *INFORMS*) and was a nationally recognized expert in the field of restorative justice, even one of the few early persons who helped to define the meaning of *restorative justice*.<sup>238</sup>

Solomon will be dearly missed. No one can fill his unique shoes, and I can only pray that the reforms he so diligently fought for will continue and even come to fruition. Someone needs to collect the stories of his life and ministry.

From the in-prison pastoral care perspective, he led prisoner *interpersonal* small groups for his entire time as head Chaplain at Eastham. His wife Jan has plans to give the notes from those meetings to the BGCT historical archive. Most TDCJ staff Chaplains have left personal leadership of those groups behind, often taxing, requiring an exceptionally strong and calm spirit to deal with the group dynamics *while* facilitating an entire chapel over the long haul.<sup>239</sup>

Solomon graduated from Hereford High School in Hereford, Texas, in 1954 and Bob Jones University in Greenville, South Carolina, in 1958. He enrolled at Asbury Theological Seminary in Wilmore, Kentucky. A year later and expecting their first child, he and his wife Jan moved to New York state, as he accepted a job as foreman with the Jubilee Ranch in Godeffroy. Having been raised in Texas and knowing horses, it was a good fit. The camp focused on underprivileged children.

After a few months, he was invited to pastor the Dutch Reform Church in Wurtsboro. While serving as pastor for three and half years, he went to

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<sup>238</sup> See [www.RestorativeJustice.org](http://www.RestorativeJustice.org) for more, as Prison Fellowship has helped develop “restorative justice” into a national cause.

<sup>239</sup> Only those with clinical experience, like that in a certified CPE program, can truly appreciate the nature and *work* of a leader of long-term small-group meetings and the strained dynamics that inevitably occur—are even *designed* to occur—as interchange progresses. For a teaser, see three who are, by now, near classics in the field: Gerard Egan’s *The Skilled Helper* (2nd ed.; Monterey, CA: Brooks/Cole Publishing, 1982; now in 10th ed.!), Robert Carkhuff’s *Helping and Human Relations* (2 vols.; NY: Holt, Rinehart and Winston, 1969), and master researcher Steve Duck’s *Human Relationships: An Introduction to Social Psychology* (London: Sage, 1986) and *Relating to Others* (Chicago: Dorsey Press, 1988).

New York Theological Seminary during the week to obtain his divinity degree.

He entered TDC as a staff Chaplain in 1964 at the Huntsville Unit. Then, while Chaplain at the Central Unit in Sugar Land, he earned eight units of Clinical Pastoral Education under Howard Linton at the Baptist Hospital in San Antonio. In 1967, he transferred to the Eastham Unit.

This was a critical time for Chaplaincy in TDC (now TDCJ).

Now legendary, the Rev. Dr. George John Beto (1916-91) was appointed to the Board of Corrections in 1953 by Governor Allan Shivers (also from Woodville, Texas), and then in 1961, Beto was appointed as both TDC director *and* chief of Chaplains, becoming known as the “preacher ... with a baseball bat in one hand and a Bible in the other.”<sup>240</sup> Beto was an ordained Lutheran minister, finishing his Ph.D. at U.T., and he was the one who got the Windham School started in 1969. During this time, Beto was initiating some of the most outstanding and humane developments to Texas prison programming that were crisscrossing the country, largely following the federal system under James Bennett.<sup>241</sup>

Noteworthy to the uttermost here is that TDC Chaplaincy was in existence for a long time, and Dr. Beto was the first “director or chief” of Chaplains and, at the same time, he was the executive director of the entire agency! Chaplaincy has come a long way in Texas prisons, but let us stay focused; we have detailed the *value* of Texas prison Chaplaincy. For our purposes, it is remarkable to high heaven that the Windham School was started by Beto *while* he was director of Chaplains.

Grab a hold of this—yes, TDCJ’s Windham ISD was started by the director of Chaplains, who was also the TDC director! Those are Chaplaincy roots filled with implication and history and perspective.

**Perspective—please**, in 2015 Windham’s annual budget was \$62 million.<sup>242</sup> Not taking a scintilla of value away from Windham’s *needed* work, still, that is 770 percent *more* than Chaplaincy’s budget. Now, please

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<sup>240</sup> See [www.TSHAonline.org/handbook/online/articles/fbenm](http://www.TSHAonline.org/handbook/online/articles/fbenm), for the Texas State Historical Association online journal, s.v., George John Beto.

<sup>241</sup> See James V. Bennett’s memoirs, *I Chose Prison* (Alfred A. Knopf, 1970). Many state changes followed the feds during Bennett’s leadership as director of the Federal Bureau of Prisons 1937 to 1964 and many of the most substantial changes in in-prison programming in the history of the world.

<sup>242</sup> See [www.WindhamSchoolDistrict.org](http://www.WindhamSchoolDistrict.org), go to About Us, Admin., Budget.

compare balance sheets: look at the actual Chaplaincy budget in Appendix 5, and its focus upon “efficient ... effective” use of funds. Look at the data. Chaplaincy’s collected data are work measures (still unpublished for public consumption), and those work measures *outdistance* the school’s data in attendance and variety of programming by well over 2-300 percent or more, depending upon how one views the Chaplaincy data.<sup>243</sup> Chaplaincy facilitates many more *beans* for 200 percent less cost.

Compare Chaplaincy’s statistics with the Windham’s, and ask that question again: which is the most cost-effective in TDCJ? Remember, only religion is an inalienable right, something we will always have in prison. We *need* the schooling too; we do not diminish a scintilla of contribution. Furthermore, for 20 years I attended most all the GED graduations at the Gib Lewis Prison, and for most of those years I was the resource person for the school securing the graduation keynote speaker too. Still, we ask the question for Chaplaincy’s sake—what is the most cost-effective?

That history on Beto being the chief of Chaplains and chief of TDC is on the *same* time is not well known or appreciated today. Bang for one’s buck—look at TDCJ Chaplaincy! Furthermore, how can we compare the basic skills taught in Windham’s fine schools with the Vital Issues taught in Chaplaincy? How do they overlap? Though a bit impossible to fully compare, speculation is not that difficult. Perhaps we should try harder to speculate and define more of the contributions of both. That is hard enough, but not truly enough regarding Chaplaincy.

We have yet to compare the stats of other programs in the Programs Division with Chaplaincy—no one has ... but we ought to.

At Eastham, Solomon was the first resident Chaplain and served there until 1984. He and his wife Jan raised their family there, and for 1984-85 he was Interim Pastor of the First Baptist Church in Lovelady.

Then in 1985, Emmett was promoted to director of Chaplaincy after the death of Clyde Johnston.

During Solomon’s time as the director of Chaplains he also supervised all of the Volunteer services. When he retired in 1993, we had about 160 staff Chaplains, more than today, and *less* of a budget (without the added

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<sup>243</sup> See [www.PreciousHeart.net/chaplaincy/FY2004\\_Chaplaincy.htm](http://www.PreciousHeart.net/chaplaincy/FY2004_Chaplaincy.htm), the only place in the U.S. where actual data on staff Chaplaincy work measures has been published in the last 20 years or more. See [www.PreciousHeart.net/Chaplaincy](http://www.PreciousHeart.net/Chaplaincy) for more fiscal years.

expense of a Volunteer services bureaucracy) and—catch this—we had about as many Volunteers in 1993 as *today*, only today we have more attendance.<sup>244</sup> That means volumes today ... something to speculate upon later.

For our purposes, that means that the *single* Solomon was managing *more* Chaplains with less of a budget and the same number of Volunteers, about 20,000, with less bureaucracy, less *money*, and more staff-Volunteer satisfaction in 1993 than today.

Oh yes, he will be dearly missed.

After 30 years and retiring from the TDC-TDCJ, Solomon founded the Restorative Justice Ministries Network. His RJMN sponsored many statewide conferences and dozens of regional conferences that hosted lawmakers, law enforcement officials, ex-offenders, Volunteers and academics to consult and conference on restorative justice and criminal justice reform.

To many of us, Solomon remained our Director of Chaplains *emeritus*.

How we *need* chapels—so, once more, I ask everyone to look at, pray and support Graham’s sublime vision in Chapel of Hope.<sup>245</sup>



Now then, hear *Solomon’s* view on the value of staff Chaplains.



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<sup>244</sup> Several said were saying in the 1990s that Chaplaincy had 25,000 Volunteers, but, as the records are destroyed every three years, we cannot go back. I started in 1998: see [www.PreciousHeart.net/chaplaincy/FY1998\\_Chaplaincy.htm](http://www.PreciousHeart.net/chaplaincy/FY1998_Chaplaincy.htm), the total inmate attendance was 1,709,825, approved Volunteer visits were 115,934 with 637,310 hours, which was more than in 2004. In 2012 we had only 491,287 hours in 2012. Need more data.

See [www.PreciousHeart.net/chaplaincy/FY2004\\_Chaplaincy.htm](http://www.PreciousHeart.net/chaplaincy/FY2004_Chaplaincy.htm).  
Item 5, p.72, [www.PreciousHeart.net/chaplaincy/RPD-Dunbar-08-2012.pdf](http://www.PreciousHeart.net/chaplaincy/RPD-Dunbar-08-2012.pdf).

<sup>245</sup> See [www.ChapelofHope.org](http://www.ChapelofHope.org) and Graham’s foreword above.



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## History and Value of Correctional Chaplaincy



By Emmett Solomon  
Retired TDCJ Chief of Chaplains  
Founder, Restorative Justice Ministry Network of Texas



[www.RJMNTexas.net](http://www.RJMNTexas.net)



- A. Chaplains Were the First Treatment Providers
- B. Chaplains as Government Employees
- C. Role of Correctional Chaplaincy Is a Difficult Role
- D. Need for Chaplaincy Has Increased

### **A. Chaplains Were the First Treatment Providers**

The Faith Community was first to send people to dungeons and jails to tend to the needs of prisoners. In the early 20th century those people came to be known as “Chaplains.” That word was popularized in the military services. Usually, a Chaplain was a “clergy” who was charged with overseeing a chapel. The word eventually broadened to be a person who ministers to people in specialized settings.



### **B. Chaplains as Government Employees**

When the government sent its troops to “out-of-the-way” places, it was charged with the responsibility to care for them, physically, mentally and spiritually. The Chaplains were supplied by the government as were medical and mental health professionals. Using that same understanding, when governments incarcerate individuals in “out-of-the-way” lock ups, the governments also supply Correctional Chaplains for the same reasons the military does.

Following World War II, Correctional Chaplaincy became a recognized profession. Its primary professional organization is the American Correctional Chaplains Association, an affiliate of the American Correctional Association. The ACA has developed standards for correctional institutions which include Correctional Chaplains to provide Pastoral Care and oversee the religious programming for an institution. Clergy are a part of modern institutional life as are doctors and lawyers.



### **C. Role of Correctional Chaplaincy Is a Difficult Role**

The role of the Correctional Chaplain is not fully understood by some of the prison staff. One of the difficulties is that some staff think it to be an “easy job.” Chaplaincy requires the absorption of pain in its personal interactions with the people who live and work in a “suffering system.” That is precisely why Chaplaincy brings “healing.” The criminal justice system does not in general bring much healing, because the professionals who administer it try to do it in a very impersonal manner to avoid “the great pain” which is endemic to the system.

Henry G. Covert is the author of *Ministry to the Incarcerated* published by the Loyola Press in 1995. He says that in his 19 years in law enforcement before becoming a Correctional Chaplain, he never had a job that was as difficult as that of being a Chaplain at a major prison.

Emmett Solomon, Former Director of Chaplains for TDCJ reports that in the early 70’s when Billy McMillan was promoted from Assistant Warden to Warden of the Eastham Unit, he began his first staff meeting by saying, “I want you to know that the most difficult job at this unit is being Chaplain.” He paused for about 20 seconds for emphasis and then moved on to other issues.



### **D. Need for Chaplaincy Has Increased**

Correctional Chaplaincy has grown in importance year by year. Chaplains interface with the community at a much greater rate than any other person on an institution’s staff, therefore, the Chaplain should be

an adequate and well-trained professional, who is appropriately compensated.

In the early 60's Texas Chaplains were classified in the State Classification System at a similar level as Assistant Wardens because of the high educational requirements associated with the position. In the early 80's the leadership of TDC quit using the State Classification System as it was designed. Step raises were no longer used as merit increases. People employed after that time were kept at step one of the pay group in which they were classified. Of course it was only a matter of time until, wholesale reclassification became necessary. Most departments of the agency have gone through major reclassification; however, Chaplaincy has not yet been granted theirs.



[www.RJMNTexas.net](http://www.RJMNTexas.net)





**In Fiscal Year 2011**

**120 TDCJ Chaplains Facilitated, Cared for 99.8% of  
20,000 Volunteers in their 418,000 visits with  
500,000 hours with an astounding  
4,000,000 prisoners in attendance—plus  
19,602 Critical Illness/Death Notices & more**

from Item 5 above<sup>1</sup>

the year they were cut and saved

Regarding this precious and immeasurably valuable record—a treasure—TDCJ staff Chaplains have been in the *center* of that miracle of human transformation for over a *century* as they help and facilitate and love Volunteers, helping all persons in the Vital Issues of life, laboring *with* the Volunteers to minister and care for *all* inside the prison, even of all faiths, with Christianity by a whopping margin, in that most exquisite of enterprises in Care for the Soul while facilitating the greatest resource for change in human history—*religion*.

*Is Chaplain Professional Equity too much ask for these few humble servants?*



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<sup>1</sup> Item 5, p.72, [www.PreciousHeart.net/chaplaincy/RPD-Dunbar-08-2012.pdf](http://www.PreciousHeart.net/chaplaincy/RPD-Dunbar-08-2012.pdf).

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