

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



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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 10 – First Chaplaincy Audit in TDCJ History—2000

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[www.PreciousHeart.net/Saved/Appendix-10-First-Chaplaincy-Audit.pdf](http://www.PreciousHeart.net/Saved/Appendix-10-First-Chaplaincy-Audit.pdf)

- A. History of First Chaplaincy Audit in TDCJ History
  - B. 2000 Staff Chaplain Audit 10 Questions
  - C. Supervisor Statement Questions
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- Concluding Encouragement: Prepare for the Next Big Audit—Never Forget



### A. History of First Chaplaincy Audit in TDCJ History

In TDCJ *history* to 2015, there has only been one full audit of the TDCJ Chaplains’ position. See it here with the Chaplains responding with hearts of gold:

[www.PreciousHeart.net/chaplaincy/Chaplaincy\\_Audit\\_2001.pdf](http://www.PreciousHeart.net/chaplaincy/Chaplaincy_Audit_2001.pdf)



The longer story of this PDF began almost a year earlier. In 1999, I had begun Chaplain Professional Equity in an effort to seek for pay raises across the board for Chaplains, the first pay raise in 40-plus years. By end of 2000, we had gotten a lot of attention, as seen in Appendix 9 above, where I dovetailed some of this audit’s history with our remarkable efforts.

When Dir. of Programs Division Carl Jeffries saw how serious we were, we got notice that the survey was *coming* on Monday, November 20, and several did not get the actual survey-audit until Wednesday, the day *before* Thanksgiving on the 23rd with Ramadan starting on Monday, the 27th, and we had a deadline to have it back by the following Thursday, the 30th.<sup>292</sup> No wonder all 160-plus did not finish.

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<sup>292</sup> Ramadan is the Muslim month of fasting, from sun up to sundown, and it was a bigger deal in TDCJ in 2000 than it is today, lots of preparation and adjusting the whole building schedule. The Muslims use a lunar calendar that is shorter by several days than our Gregorian calendar, so the *month* of Ramadan cycles through and is earlier each year. In 2000, Thanksgiving fell on Nov. 23 and Ramadan started on Nov. 27, which only happens

[Footnote continued on next page – please enjoy ...]

When Jeffries ordered the 2000 Thanksgiving audit, a couple of us thought it best to send a list a generic Chaplain “duties” to all the Chaplains over the mainframe, to help the Chaplains to *start thinking* about their duties as they completed the audit. We did so through the “All Chaplains” mainframe directory, and I wish I had that list today, for history’s sake. It was scratchy, but a good summary. Our rationale was that we *knew* so many Chaplains—period—many *not be inclined* to itemization; most just *work* and *administrate* their Chaplaincy department. We knew many would find it *hard* to actually write down what they did every day. In the early 90s, a couple dozen Chaplains (like myself) had full-time secretaries, and that position was *audited*. Several Chaplains were *not* able to provide a decent “duties or work list” for their secretaries, and *all* of us lost our secretaries (more on secretaries at the end of this chapter 10.G). Though this mainframe notice said it was reviewing for a raise, some of us were not that positive. Could it also be to *cut* Chaplains? Oh, yes—look at 2011—it could!

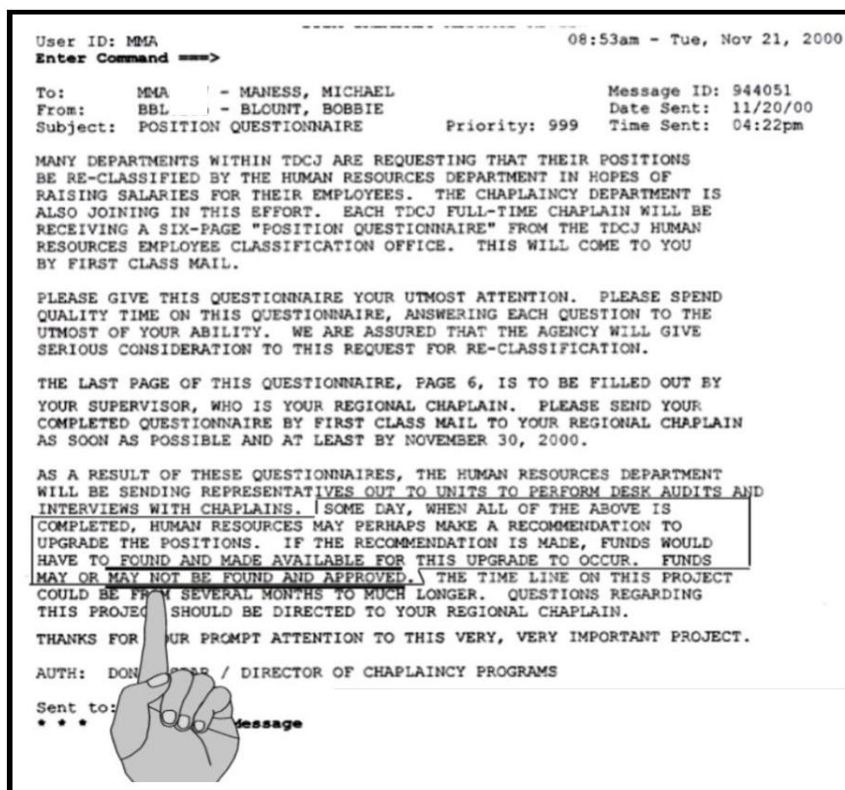
Only, in 2011, there was no audit, no notice, and no plan for continuity, just cut all and let the volunteer “do it all”—ghostly, ghastly, cold.

Here is a copy of the mainframe email notice, saying that the Chaplaincy Department was looking at helping, the story you have above, dated November 11, 2000, after we had been at work for an entire year working on Chaplain Professional Equity, myself having already attended all of the Regional Chaplaincy meetings all over Texas.

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every 33 years or so, a Ramadan cycles through all the seasons. In 2015, Ramadan started on June 17.

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**Item 13. 2000 Mainframe Notice on Chaplaincy Audit**

Notice, *if you go there*, read all of the responses to question #10 below, that in 2000 some Chaplains were experiencing similar troubles articulated in the preamble, things painful to hear, and most felt their service was blessed by God—so it was. I was tempted to place *all* of their responses to Question #10 in another appendix. Some gave a full page of well-thought-out answers, even heartwarming, *trusting* (again) the audit was sincere, that they *might* have been heard. But the audit was never finished, remained in a box throughout the 2001 legislative session and cancelled in June 2002. Had I not sought out that rich treasure, it would have been lost forever, data so heartwarmingly given.

Because of the holiday rush, only about 120 of the 160 Chaplains were able to finish the audit. Yet, do notice (for those fine few who will actually *read* the audit) that 120 *did* finish it in that crunch *in* the midst of holiday season, and—moreover—most did a darn good job too.

[www.PreciousHeart.net/chaplaincy/Chaplaincy\\_Audit\\_2001.pdf](http://www.PreciousHeart.net/chaplaincy/Chaplaincy_Audit_2001.pdf)



You know, too, from the above 2011 fight that in November of 2000—savor this—the **LBB was working on the budget to present as HB 1 in January 2001** without a droplet from this audit, and likewise from January to May, no legislator had a droplet of that audit. Do you understand this? There was *no work done on the audit*, zero, and no report or even a summary—*nothing*. So the Chaplaincy audit became a pretense, if it was not a pretense from the start. Why it was done, then, becomes *another* one of Casper the Friendly Ghost’s lines, where the *real* reason for doing it and for cancelling before it was finished remains top secret. And worse, nothing from it was used in that very legislative session. Too many secrets.

Think that is bad enough? Around November 2001 at a mandatory regional Chaplaincy meeting, Director of Chaplains Don Kasper made light of our hard work on Chaplain Professional Equity, joking a bit, rather macabre in his dissing of our extraordinary hard work. Then, in a shocker, Kasper told us that the pay raise was “doubtlessly because of the audit.” A few of us shook our heads in wonder, and he told us that he was going to retire and, perhaps, write a book.

What did the audit *actually* say? Now you know the rest of the story, for that was the reason I decided to search out the audit data. So in December 2001, I initiated an Open Records request to see that audit and all the material therein. Thus began another drama, some of which has already been touched and a portion dovetailed above in the CPE push.

**2002 Texas AG Intervenes to Grant Access to Audit.** When I was denied access, I asked for help from the Texas Attorney General’s office. From December 2001 until June 2001, the Texas AG’s office investigator Manny Ruiz had to *repeatedly* intervene for *six months* to get access. I mean *repeatedly* intervene!

Even TDCJ’s own attorney James Hall said to me that he did not understand why the information was not already made available. Let me repeat, TDCJ’s own attorney, Hall, was truly mystified why something so obviously a public record was being withheld. For your information, according to the Open Records law, once a request has been made, the respondent has 10 working days to respond (with a provision to ask for a delay). In my case, January, February, March rolled into April, and the Texas AG’s office was getting hot. Craziest thing ever.

How *dare* a Chaplain ask to see something. What was the *real* reason?

In May 2002, I finally got an estimate to copy the approximated 2,900 pages. That was all, too, just an estimate to copy, and it was expensive. I

responded on May 17 in a letter to Hall quoting policy on the option of viewing the data, and he was *again* a bit surprised that the option was not presented.<sup>293</sup> This was *before* I learned of TDCJ's dedicated open records line (or before TDCJ had one).<sup>294</sup> A big thanks goes to *many* of TDCJ's fine folks and to many of their good lawyers like Hall too.

However, back then, if I had *not read* policy—and not opted to spend a boat load of personal money—then that horde of precious Chaplaincy treasure might have been lost forever. *Chaplains ... see Appendix 8, the Staff Chaplain Survival Guide and, for God's and the profession's sake, know policy!*

Whew, what a struggle. But notice what has been going on: the final 2002-03 budget was signed on June 17, 2001, with our CPE raise that we had fought hard to win. All the while, during *all* this time—perturbing to the uttermost—the raw audit material of the Chaplaincy audit sat in a box and was officially *cancelled* on June 20, 2001, by Carl Jeffries. When I got to see the boxes of material, all of it, there was *no finished audit* at all, no *work* on any of it. However, there was an Inter-Office Communication that said this by Jeffries:

“The State Auditor’s reallocation of Chaplain positions as implemented in SB 1 makes further review unnecessary.”<sup>295</sup>

Goodness, “further review” was a hokey stretch, for there was no *written* review of a single thing in that horde of material. I was shocked and hurt and *glad* I stuck it out for six months with the Texas AG’s office, too, for now I knew why Jeffries did not want to let me see that raw data. The real reason for preventing my access was because I had given 100 pages on Chaplain Professional Equity to the legislators and those 2,900 pages

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<sup>293</sup> See [www.PreciousHeart.net/Saved/Hall-5-17-02.pdf](http://www.PreciousHeart.net/Saved/Hall-5-17-02.pdf), and since then, all the written responses with estimates include the option to view.

<sup>294</sup> TDCJ’s OR requests go to [exec.services@tdcj.state.tx.us](mailto:exec.services@tdcj.state.tx.us) as of Aug. 2015, and see [www.TDCJ.state.tx.us/divisions/es/exec\\_services\\_public\\_information\\_act.html](http://www.TDCJ.state.tx.us/divisions/es/exec_services_public_information_act.html). And let me say, TDCJ has a load of the finest employees. I may have requested 400-plus things from TDCJ and have spent well over \$1,000 for hard copies of documents in the last 15 years. Many things they sent for free, like the disks of Chaplaincy policies and data. One thing would lead to another, and I have appealed to the Texas AG’s many times, and won most of the time. The Chaplaincy Audit of 2001 was the only time TDCJ refused for six months.

<sup>295</sup> [www.PreciousHeart.net/chaplaincy/Chaplaincy\\_Audit\\_2001.pdf](http://www.PreciousHeart.net/chaplaincy/Chaplaincy_Audit_2001.pdf).

*complemented* that CPE work in 200 or more ways—yes, it did—see for yourself:

[www.PreciousHeart.net/chaplaincy/Chaplaincy\\_Audit\\_2001.pdf](http://www.PreciousHeart.net/chaplaincy/Chaplaincy_Audit_2001.pdf)



From November 2000 to June 2001, *all* the data hurriedly collected during Thanksgiving 2000 had sat ... and sat, untouched. Am I belaboring this? Sure I am, for that was unethically wrong in so many ways. That is, the audit material was *not* available at all—none of it—during the 2001 session in which we won the first pay raise for Chaplains in 40-plus years. But it gets worse.

**Finally—Maness Works on Audit.** *Finally*, I was allowed to see that top secret public record. As mentioned in the PDF, I met and was escorted by Hannah O'Donnell to room #202 in the Human Resources building on Highway 190, uptown in Huntsville, Texas. She was cordial and helpful. I took a week's vacation off and spent eight hours a day for four days—no lunch, nibbled Granola bars, and no one invited me to lunch—Tuesday through Friday, June 18-21, 2002, in that room with *all the raw and precious data* and my laptop, notepad, and stack of Post-it sticky notes. I came to work hard; though I could have stayed longer, I was only going to give four full days to the retrieval phase.

**Retrieval Phase.** I compiled *all* of the data from all of the Chaplains and regional Chaplains with a criteria created on the spot. I had to condense, so I chose the Top 12 Chaplains from my experience alone (there were other *great* Chaplains, I am sure, but I did not know all well). After entering in all the data from the Top 12 Chaplains, I organized all the remaining Chaplains into Chaplain IIs and Is. I numbered each chaplain, 1-136, then I went from Chaplain to Chaplain entering the data from each question from each Chaplain that *differed* from the Top 12, using the number assigned to each Chaplain to notate the difference. Then there were interview notes from about a dozen that I incorporated, and it is my failure that I did not bring a camera and did not itemize all the stacks, too, to be more thorough. Anyway, as you would expect, a good number of the 120 repeated what the Top 12 said: all Chaplains manage Volunteers, enter Volunteer data, report this and that, follow a host of specific policies, schedule, teach, change faiths, handle all religions, visit in the community, counsel offenders, counsel staff, counsel the families of all, handle death messages, and so much more. Can I say entering all that data was a big, big job? Yes, it was very big *blessed* job!



After it was all over—and between work and family and painting my house—after I had begun organizing all the data into readable form, I sent a letter in August to Texas Attorney General’s open records investigator Manny Ruiz who had helped me for *six months*. Ruiz was a real champ, another hero in the saga of Chaplaincy data retrieval.<sup>296</sup>

[www.PreciousHeart.net/Saved/Ruiz-8-7-02.pdf](http://www.PreciousHeart.net/Saved/Ruiz-8-7-02.pdf)



[www.PreciousHeart.net/chaplaincy/Chaplaincy\\_Audit\\_2001.pdf](http://www.PreciousHeart.net/chaplaincy/Chaplaincy_Audit_2001.pdf)



Please, go there and look at all 94 pages, read it and weep, culled from approximately 2,900 pages (*their* estimate) left to gather dust in a box throughout 2001 and still gathering dust in June 2002 when I was finally allowed to see that top secret data.

Again, from Appendix 9 above, remember, I was compiling all the data throughout 2002 as the LBB was working on HB 1 that cut 33% and 60 Chaplains, and throughout 2003, no legislator had any of it. Never forget this, ever.

**Another Classification Audit, Yes!** Sometime, another Chaplain position classification audit *will* happen. Will you be prepared? How would *you* respond to the ten questions? There may be more or *less* the next time around. Here below are the ten audit questions for Chaplains, followed by questions for the regional Chaplains. The next time, and there *will* be a next time—probably during the holidays, too—it would be wise to be prepared to give a full account of the great work you are doing, and, as certainly, it will entail different questions—especially if they read this book. Note, too, that the questions are simple, open-ended, and some Chaplains answered *simply* and a couple answered sarcastically; no sir, I did *not* withhold the poor work of bad Chaplains. The glory is that most answered substantially, most gave heartwarming answers, and the vast majority truly justified their good positions of service.

I can only guess, speculate, but I do believe Jeffries saw that substance—you know, made a visit and smugged his way quickly through the box—and when he saw that the vast majority of Chaplains answered substantially, it was because of the Chaplains’ good answers that he cancelled the audit. I believe it was *because* of the substance that Jeffries

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<sup>296</sup> See [www.PreciousHeart.net/Saved/Ruiz-8-7-02.pdf](http://www.PreciousHeart.net/Saved/Ruiz-8-7-02.pdf).

never allowed the audit to be finished. And, likewise, I believe if the majority of the Chaplains had answered cheaply, I am sure the “audit” *would* have been finished, then, to justify maintaining the status quo and quell Chaplain Professional Equity. That is what I believe, as one who has looked more intently at TDCJ Chaplaincy than anyone before me.

Also, let me share this. In one meeting with a group of us Chaplains in 2000, as I was making the rounds to the regions and in Region I, Jeffries told me in the front of about seven, including Dr. Vance Drum, that, “No,” he would not grant equity, himself, even if there were funds for it.<sup>297</sup> As surprising as that was, why was that? Guess as I might, we did lose 60 chaplains in the following legislature.

See the 10 staff Chaplain audit questions below, followed by regional Chaplain questions.



**B. 2000 Staff Chaplain Audit 10 Questions:**

1. List and describe the duties you perform. The percentages should total 100% of time Work Performed (attach additional sheets if necessary).
2. Who or what is the source of your information?
3. What contacts are you required to make with persons other than your immediate supervisor and departmental associates? Give the job titles and the department or organization of those with whom you deal and describe the nature of these contacts.
4. What decisions are you required to make without consulting your supervisor?
5. Describe the nature of your responsibility for money, machinery and equipment.
6. What records and reports do you prepare? What is the source of the data? Where are the records sent?
7. How if your work inspected, checked, or verified? Who does this?
8. For what kinds of confidential information are you responsible?
9. How many employees or offenders are directly under your supervision? List job titles and number of people assigned to each job. Do you have full discretionary authority to:
  - a. Assign work?
  - b. Approve time off?
  - c. Correct and discipline?
  - d. Complete performance evaluations?
  - e. Recommend pay increase?
  - f. Recommend discharges?
10. Is there anything else pertinent to your position that you would like to tell us?

Certification: I certify that the above answers are my own and that, to my knowledge, they are accurate and complete. Signature.

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<sup>297</sup> I should have written down the time, date and other Chaplains. But I was not even dreaming of writing a book then. I had totally forgotten about that, too, but it came up in writing this book in an old email exchange with Drum and Solomon. Back then it shocked me that Jeffries would *not* be in favor of CPE; I reflected that. I had even written a letter to Gary Johnson, asking for his support too. I was like the movie, *Mr. Smith Goes to Washington* (1939, starring Jimmie Stewart), naïve and too trusting, flying by the seat of my pants.



### **C. Supervisor Statement Questions**

1. What do you consider to be the most important duties and responsibilities of this position?
2. What qualifications are necessary for the successful performance of this position?  
Education: Experience and training: Knowledge and skills: Registration, certification, licensure:
3. Indicate any specific corrections, exceptions, or additions to the employee's description of the position.
4. Is this position coded exempt or non-exempt from FLSA overtime provisions?
5. Is this position authorized to draw longevity or hazardous duty pay?

Certification: I certify that to my knowledge, this Position Questionnaire is an accurate and complete description of the duties and responsibilities of this position. Signature of Supervisor.



### **D. Few Respondent Answers to 2000 Chaplaincy Audit**

The following are responses from Dr. Michael G. Maness, Susan Densman (now Susan Mathis, Region IV Chaplain in 2015), Dr. Vance Drum (Dir. of Chaplains in 2015) and a few others named below. See the PDF for all of the data collected.

#### **#1. List and describe the duties you perform. The percentages should total 100% of time Work Performed (attach additional sheets if necessary)**

##### **Dr. Michael G. Maness**

- 25-50% Crisis Intervention - Counseling, Faith-Consults
- 25-50% Lesson Preparation - writing sermons
- 10-70% Administration - filing, copying, forms, reports filing, maintenance, reports, supplies
- 10-70% Networking with Staff, Volunteers, Community
- 10-70% Thinking - Praying, Brainstorming on problems and on highly complex pastoral care issues
- 20-40% Low level basic communication maintenance on minor issues  
Rough estimate - the exigencies of the day fluctuate from day to day, week by week as no two days or weeks are exactly alike. The crises and emergencies are no respecters of a person's time

##### **Susan Densman**

- 39% Office - General: communication, computer entries (office and mainframe) filing, I-60 requests, maintenance, reports, supply orders
- 24% Programs and Services: coordinated, led by Chaplain; regular programs, special programs
- 21% Pastoral care: counsel, console, encourage; Counsel and assist Offender with family serious/critical illness; Deaths offenders; religious property, faith changes
- 12% Volunteers: recruitment from community; coordination; Volunteer Chaplain processing; training classes;
- 2% Professional Training and Development
- 2% Committees, boards, meetings

**#2. Who or what is the source of your information?**

**Maness**—My education, my library, my family, my church, my warden, my major, my captain, all of the 1st and 2nd shift officers, a lot of the 3rd shift officers, the inmates, the Volunteers, the families of all of these, sure there are more.

**Densman**—Chaplaincy Manual; TDCJ policies, directives, manuals; TDCJ training materials; Chaplaincy Department; unit training; fellow Chaplains; endorsing agency; books, magazines; formal education and experience; prison ministries; local and distant churches, ministries and organizations; others not listed.

**#3. What contacts are you required to make with persons other than your immediate supervisor and departmental associates? Give the job titles and the department or organization of those with whom you deal and describe the nature of these contacts.**

**Maness**—We are required to make contact with everyone, to some extent, especially each department head on the unit, including wardens, all rank, laundry, food services, maintenance, personnel, classification, parole, school, grievance, many community leaders, religious organizations, Volunteers, etc. -- see list of network ministries attached.

**Densman**—[Broad listing, a full page, if I remember right, and my failure for not copying the whole list.]

**Dr. Timothy Simmons**—Free world Religious groups, Catholic, Muslims, other Christians, offender family members, Volunteers of all kind, in the hope to deliver pastoral care in an inter-religious way. [He had two doctorates and left TDCJ years ago, a large African American with a sharp wit.]

**Dr. Vance Drum**—I make many contacts with Volunteers by phone, the purpose of which is to recruit, do initial screening, train and supervise Volunteers. I initiate approximately 30 phone calls per day. I have regular contact with the Windham School Principal, Ms. Jane Spivey, relating to the use of the Education Dept. for Chaplaincy Programs. I have regular contact with Classification Dept. personnel at Eastham regarding the ITP program. I contact many family members a part of my Job Duties.

**#5. Describe the nature of your responsibility for money, machinery and equipment.**

**Maness**—I do not handle any TDCJ money. I am responsible for the up-keep of a Chaplain's office and chapel, including maintenance and reporting problems

**Densman**—As a unit Chaplain and department head I am responsible for the following equipment: computer, printer, monitor, typewriter, phones, answering machine, piano, guitar, sound equipment, 2 overhead projectors, 1 overhead projector stand, 2 small TVx, 1 large screen TV, 3 TV stands, 1 cart, 2 office desks, 2 tables, 4 desk chairs, 2 upholstered chairs, 2 shredders, adding machine, 1 large industrial round fan, 2 heavy duty fans on stands, 6 file cabinets, 10 book shelves, 4 CD players, 140 chairs, 1 chair truck, 6 cassette players, hymnal player, 4 bulletin boards, 3 marker/chalk boards, unit Christmas decorations, Christian books on shelves, storage of books, supplies, material.

**Drum**—I have no responsibility for money. I do order from the Central Office budget for Chaplaincy needs. There is a Volunteer fund raising committee, which is currently raising funds for a new Chapel here. I am responsible for proper inventory and safekeeping of Chapel equipment and machines (piano, computer, printer, copier, two word processors and a typewriter). I have placed the copier in a large locked box to prevent unauthorized copying in my office.

**#4. What decisions are you required to make without consulting your supervisor?**

**Maness**—I make all of the decisions that affect the quality of my department’s administrative and networking tasks and quality of pastoral care delivery and Volunteer assessments and supervisions – please see the attachment for a fuller description of a good number of the responsibilities and areas of complete discretion.

**Densman**—Phone calls (local and long distance); offender supervised phone calls; calls to offender families; calls to ministries, Volunteers, groups, resources; letters sent to offenders families; counseling offenders (and staff); letters to Volunteers, ministries, resource groups; programming planning and coordination; request donations and support from ministry groups; teach a class, group or provide service myself; Volunteer coordination and usage; Volunteers and groups I use, hire, fire, discipline, instruct; set up schedules and training for myself and Volunteers; plan new Volunteer training orientation meetings on unit; plan my own work schedule such as speaking engagements and other times I will not be on the unit; design many forms for office use such as program rosters, phone log, Volunteer rosters.

**Drum**—I make all continuing program decisions on a regular basis without consulting my supervisor. New programs and large event programs are appropriate for supervisor consultation. I manage the Chaplaincy Department. This requires decisions on allotment of time and space to various faith programs. I make decisions on Volunteer services on the unit: whether to have them come to the Unit, whether to invite them to return. I manage all support service offenders (6) who work in the Chapel, making decisions regarding work assignments, scheduling and resolution of any problems. I am a department manager, ensuring the department runs smoothly.

**#6. What records and reports do you prepare? What is the source of the data? Where are the records sent?**

**Maness**—I prepare monthly reports on chapel services, post trauma treatment, mentor meetings, Volunteer hours, literature consumables, travel, phone logs, crisis intervention, Voyager program and many more listed in the attachment. Some sources are the forms I created, others from Huntsville HQ. One report is sent to Chaplaincy HQ, one to TDCJ Regional Office, many are kept to track quality pastoral care. Included in this would also be the sermons and lessons that we have to create in the delivery of pastoral care.

**Densman**—Report: Source of Data ..... Where Sent  
Monthly Chap. Reprt Imate/Vol tracking ..... Chaplaincy HQ  
Mon. Speck Program Unit program schedule ..... Chap. Dept. and Warden  
Mon. Safety training Safety Dept. .... Safety Office  
10.20 Mon/Weekly 10.20 Notebook ..... Safety Office  
Quarterly fire drill fire drill ..... Safety Office  
Offender death and rpt. .... Warden  
Travel card, security, ..... Warden  
Forvus Inmate death packet, ..... Warden  
Volunteer tracking rpt. Volunteer tracking rosters ..... Chaplaincy VP00  
Chaplaincy Pgm Sched. Planning calendar, ministries ..... Warden, supervisors  
SSI Tracking Roster, Observe Inmate attendance ..... Inmate tracking  
Lay-in Attend. Track, Offender Program Rosters ..... Inmate tracking  
Satellite Broadcast Rpt Offender Attendance ..... Regional Director  
Unit and Dept. OPR audits all files, programs, etc ..... Unit, Dept., Regional Office

**Drum**—Monthly reports: all Chaplaincy Unit statistics for the month relating to six divisions of the Life Changes Academy, Pastoral Care, Volunteers, Offender

Attendance - six pages. Data source is from Chaplaincy raw data records Chaplains keep. Report is sent to the director of Chaplaincy programs. Monthly Chaplain's Program Report: details all Chaplaincy programs for the four Faith Groups meeting here: Catholic, Non-Catholic Christian, Islamic and Jewish. Includes schedules. Data source: Unit Chaplaincy raw data records. Sent to Dir. of Chaplaincy. Monthly Chaplain's Schedule: provides hours worked on and off the Unit for the month. Data source: time sheet. Sent to Dir. of Chaplaincy Programs. Daily entry onto the unit record (sign-in); source: time of entry and exit from unit; sent to unit administration. Daily, weekly and monthly fire and safety report; source: visual inspection by me of Chapel facility; sent to Unit fire and safety dept. Fire drill report weekly; source fire drill exercise; sent to Unit fire and safety dept. In-Service fire and safety training for all support service offenders, monthly; source in-service training; sent to Unit fire and safety dept. Annual inventory report; source visual inspection of Chapel inventory on record; sent to Unit inventory supervisor.

**#7. How if your work inspected, checked, or verified? Who does this?**

**Maness**—Inspected through an audit by my regional supervisor; Volunteers give input; I consult with my warden, regional Chaplaincy supervisor, regional Muslim supervisor, state denominational HQ, other religious representatives as needed; Safety inspector checks safety; See attachments

**Densman**—the job not done, everybody inspects my work: administration, security, Chaplaincy staff, Attorney General of the State of Texas, offenders and interested people.

**Drum**—My work is inspected in several ways: Unit inspections, quarterly, by Unit staff; Annual Unit inspection, for ACA accreditation; Biennial Inspection by Central Chaplaincy Office Staff; Annual inventory of all equipment by Unit Issue Room Staff.

**#8. For what kinds of confidential information are you responsible?**

**Maness**—Volunteer applications and offender crisis/family information; Staff, inmates, Volunteer share many things in confidence that cannot ever go on any report. In other words, I maintain and receive some of the most confidential information in TDCJ, as these data are the personal issues of both employees and staff.

**Densman**—All information unless it is of a sexual or abusive nature or is of risk to a person or the safe and secure operation of the unit: counseling of staff, offenders, families, or Volunteers; personal information of staff, offenders, families, or Volunteers; unit operational plans or information; knowledge of privileged information.

**Drum**—I have some confidential information, kept under lock, of offender addresses, which is a record of letters I have written to offender families asking for their communication with the offender. I have also confidential information (social security numbers) of Volunteers. I have no medical information.

**Dr. Jerry E. Bryan**—Inmate information, such as classification, work assignments, health conditions, programs in which they are involved, their religious preference, criminal history, visitors list, family names, addresses, phone numbers, disciplinary history, incarceration history, and emergency incidents. Information on religious Volunteers and all other visitors, such as name, address, phone numbers, social security number, driver's license number, and a list of units where they may or may not visit and why they are restricted.

**Michael Mantooth**—I am responsible for confidential information related to an offender's religious confession given to me as a matter of conscience, and all information regarding his particular crime and sentence, and his family information such as their location and numbers of children. I am also responsible for the safe

keeping of any personal information collected from religious Volunteers such as social security numbers or driver's license numbers.<sup>298</sup>

Please note Mantooth's mention of "**matter of conscience**" perhaps the most sacred of all confidential information ... take note!

**#9. How many employees or offenders are directly under your supervision? List job titles and number of people assigned to each job.**

**Maness**—Many times I supervise the officers who oversee our religious services, though they are not technically under my direct supervision. The numbers vary on inmates supervised from one to several hundred who attend our religious services. Volunteers are supervised, their numbers ranging between 1-35 at any given time and I am required to recruit them.

**Densman**—Free-world clerk; 1 SSI orderly; 1 SSI clerk; 9 offender assistant Volunteers prepare services and clean up, Hallmark card distribution, I-60 requests; 224 Volunteers actively serving on unit; additional various number of special Volunteers upon request.

**Drum**—At this time all Chaplains here (three) are peers, and none supervises the other. However, as the (Senior) Chaplain here for 16 years, I exercise much direction and guidance for the other two Chaplains here, one of whom came in 2000, and the other in 1995. I am directly responsible for six offenders (four clerks and two orderlies) who work in the chapel.

**Dr. Jerry E. Bryan**—No employees. 200 inmates. 400 Volunteers and visitors.

**Michael Mantooth**—There are two Chaplains directly under my supervision, one Catholic and one Muslim. There is one Chapel SSI under my direct supervision. I am also responsible for the supervision of 160 Volunteers, who participate in monthly recurring programs on this unit. During the tie these programs are in process, I am responsible for the supervision of approximately 1,300 offenders participating in classes or worship services on this unit.

**#10. Is there anything else pertinent to your position that you would like to tell us?**

**Maness**—Yes, the attachment outlines some of the responsibilities not asked here, many levels of decision making in the fine art of pastoral care, many resources and networks with which I have to decide and the highly complex nature of guiding an individual and several groups in the delivery of quality pastoral care.

**Densman**—*Not present in archive questionnaire.*

**Dr. Timothy Simmons**—This was short-sighted and meaningless. Do whatever you want to with it.

**Drum**—Yes. I have remained at the same pay grade and step (16/1) since I was hired 16 years ago. I believe I should be reclassified upward. In the past sixteen years, all on Eastham, I have gained much experience, have had no personal disciplinary problems, have completed a Doctor of Ministry Degree, have exercised leadership in the American Correctional Association, by ACA Presidential appointment, and take a

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<sup>298</sup> See [www.PreciousHeart.net/chaplaincy/Desert\\_Storm\\_Chaplaincy.htm](http://www.PreciousHeart.net/chaplaincy/Desert_Storm_Chaplaincy.htm). Mantooth has a 220-hour Bachelor of Science in animal science, a 90-hour M.Div. from TCU, 2,000 hours of clinical pastoral education, 18 years Army Chaplain, Desert Storm veteran.

leading role in the smooth operation of Chaplaincy on the unit. I have also completed two units of Clinical Pastoral Education (CPE).

**Dr. Jerry E. Bryan**—I am happily and deeply involved in the spiritual well-being of inmates and staff. I consider it a high and holy calling. I am passionate to meet the state objectives of reducing recidivism and to reintegrate offenders into a productive and restorative course in society.

**John Salmon**—A certain church in Oklahoma with an average Sunday attendance of between 100-200 persons is looking to hire a new Pastor. The salary for that position is over \$40,000 per year.

**Michael Mantooth**—I spend an increasingly larger amount of my time on administrative duties each month. Many of these duties could be performed by some sort of clerical help, such as a secretary. This would free up a significant amount of time for me to spend on functions that are specifically religious in nature, such as sermon preparation. As the size and scope of the mission continues to grow, the amount of time required to complete administrative tasks increases as well. We need clerical staff.



## E. Question #10—See 120 Chaplains Bare Their Hearts

[www.PreciousHeart.net/chaplaincy/Chaplaincy\\_Audit\\_2001.pdf](http://www.PreciousHeart.net/chaplaincy/Chaplaincy_Audit_2001.pdf)

All 120 Chaplains gave answers to #10, seen on pages 62-76. See their hearts laid bare. Here are the names of all who responded—in honor—the Top 12 Chaplains chosen by me to give their full comments to all ten questions, the others by number whose answers differed from the Top 12, Chaplain IIs followed by Chaplain I.



### 12 Chaplain II

#### Full Comments

- 1 Dr. M.G. Maness
- 2 Rev. Susan Densman
- 3 Dr. Timothy Simmons
- 4 Rev. Linda A. Hill
- 5 Dr. Thomas Ingle, Jr.
- 6 Dr. Vance Drum
- 7 Dr. Jerry E. Bryan
- 8 Rev. John L. Salmon
- 9 Rev. Michael Mantooth
- 10 Rev. Rory G. Murphy
- 11 Rev. Gerald C. Saffel
- 12 Dr. Raymond Woodruff

#### Chaplain II Differences

- 13 Rev. Sylvester Ballard
- 14 Rev. Winston Hold
- 15 Rev. Hugh Pankey
- 16 Rev. J. Chris Kutin
- 17 Rev. Robert H. Kibbe
- 18 Rev. Lloyd Morris
- 19 Rev. David E. Schlewitz
- 20 Rev. Jeffrey B. Congdon

- 21 Rev. Doud Avery Brown
- 23 Rev. James W. Risvedt
- 25 Rev. Ronald Allen Cooper
- 26 Rev. Harold J. Decuir
- 27 Rev. Marie T. Bonville
- 28 Rev. Isaías G. Cardenas
- 29 Rev. David Goad
- 30 Rev. Larry Gardner
- 31 Rev. Leonard R. Sanchez
- 32 Rev. Thomas A. Cole
- 33 Rev. Javier Gomez
- 34 Rev. Robert D. Huddleston
- 35 Rev. Harry L. Davis
- 36 Rev. Timothy S. Hunter
- 37 Rev. John W. Hilliard
- 38 Rev. Craig W. McAllister
- 41 Rev. Lawrence DMello
- 42 Rev. Paul L. Polk
- 43 Rev. Gary K. Pettigrew
- 44 Rev. Jakie E. Thomison
- 46 Rev. Marcus W. Munson
- 47 Rev. Gary W. Mayfield
- 48 Rev. LaVerne D. Wilson
- 49 Rev. Ernesto R. Lucio

- 50 Rev. Ernest L. Brown
- 51 Rev. Edward A. Riley
- 52 Rev. Kenneth Wayne Horton
- 53 Rev. Gaston D. Tarbet
- 54 Rev. Donald R. Brown
- 55 Rev. Jon C. Woods
- 56 Rev. John G. Stanley
- 57 Rev. Robert R. Leicht, Jr.
- 58 Rev. Robert G. Cardaro
- 59 Rev. Allen D. Spikes
- 60 Rev. George E. Bell
- 61 Rev. David D. Worcester
- 62 Rev. John Thomas West
- 63 Rev. Stanley A. Wilson
- 64 Rev. Paul J. Klein
- 65 Rev. Jeffery D. Smith
- 67 Rev. Apolonio C. Camero
- 68 Rev. James A. Beach
- 69 Rev. Harry R. Kessler, Jr.
- 70 Rev. Donald M. McNally
- 71 Rev. Hurley Clayton, Jr.
- 72 Rev. Gary L. Thibodaux
- 73 Rev. Samuel V. Longoria
- 74 Rev. Donald R. Lacy



75 Rev. Victor P. Beltran	103 Rev. Russell R. Doyle	121 Rev. Urias Santiago, Jr.
76 Rev. Virgino C. Vazquez	104 Rev. Gerardo Jose Garcia	122 Rev. Glenn L. Mitchell
77 Rev. Glory H. Siller	105 Rev. Timothy C. Anderson	123 Rev. David D. Mitchell
78 Rev. Doug T. Downs	106 Rev. Richard B. Larsen	124 Rev. Shelton L. Hinson
79 Rev. Jack C. Yates	107 Rev. Cleatis B. Jeffcoat	125 Rev. Jose A. Vitela
80 Rev. Merle L. Houska	108 Rev. John J. Windbigler	126 Rev. Robert H. Fulkerson
81 Rev. Michael P. Hubbard	109 Rev. George J. Wiest	127 Rev. Paul Edgar Ransberger
82 Rev. Jerry W. Newton	110 Rev. William D. Snidow	128 Rev. Gregory A. Hammond
83 Rev. Fred D. Broussard	111 Rev. Daniel E. Rose	129 Rev. Chris D. Athey
84 Rev. Catalina A. Rodriguez	112 Rev. Curtis E. Robinson	130 Rev. Ronald W. Hill
85 Rev. Wallace Nelson	113 Rev. Karon J. Featherston	131 Rev. Theodore E. Podson
	114 Rev. Cynthia D. McMullen	132 Rev. Robert Paul, Sr.
	115 Rev. David E. Nichols	133 Rev. Barney O. Walker
	116 Rev. Charles H. Bailey	134 Rev. Lawrence E. Bartholf
	117 Rev. David R. Graves	135 Rev. Bobby R. Ayers
	118 Rev. Cecil Jones	136 Rev. William C. Parker
	119 Rev. Daniel L. Valenzuela	
	120 Rev. Ellis Hutchison	

**Chaplain I Differences**

100 Rev. Klaus M. Adam  
101 Rev. Larry G. Hart  
102 Rev. Clifton R. Ray II

## **F. Surviving the Three-Year Chaplaincy Audit**

**Three-Year Security Audit.** On the regular three-year Chaplaincy audit, goodness, they give you the questions and what the answers should be, for the agency in many ways has clarity on expectations. I was a bit obsessive in my first ten years and kept nearly *everything*, so much so that on my first audit Regional Chaplain Alex Taylor wrote on my excellent review that my filing system was the “best in the state,” for which I was grateful and a tad proud. Taylor would move on and become the director of Chaplains for the Florida Department of Corrections. If you maintain the compliance list all year long—not a problem. If you have a good unit compliance sergeant, they will come by every six months or so (as on the Gib Lewis) to check your compliance. You should shine brightly.

## **G. Want a Chaplain’s Secretary? – Be Prepared – See 1996**

Emmett Solomon was able to persuade the chiefs to *start* giving secretaries to Chaplains when the new prisons came online during the largest prison expansion program in history in Texas during the 1990s. TDCJ was tasked during the *tough-on-crime* season to double its size in a multi-billion-dollar building program. The Chaplains of the *new* prisons got secretaries. When I arrived at the Gib Lewis in 1993, my secretary helped arranged an apartment for me, as I moved to Woodville sight-unseen. Because the clerical position was among the lowest paid, it was not long before my secretary was applying for a step up. To keep from re-inventing

wheel—we Chaplains have a lot to do—I wrote a manual and put my filing system down, too, to aid the secretary in filing.

[www.PreciousHeart.net/chaplaincy/Secretary-Handbook.pdf](http://www.PreciousHeart.net/chaplaincy/Secretary-Handbook.pdf)



[www.PreciousHeart.net/chaplaincy/Secretary-Handbook-File-System.pdf](http://www.PreciousHeart.net/chaplaincy/Secretary-Handbook-File-System.pdf)



Now, if ever you want a secretary, you have in those a model and a very substantial list of things a secretary *can* do. For my first ten years, I kept a copy of nearly everything. If a ministry took the initiative to write, I made a file for them. I was new, green and a novice, so for every departmental interaction, I made a file. Truth be told, a good number of those files I did not revisit in 10 years, but, there they were, in case I needed them—kind of like my garage-shop at home.

Then, *surprise*, our secretary’s position was being audited. I think it was about 1996. Though still new, I had made friends of a few Chaplains and had written the *first* Volunteer manual too, in 1994, incorporating the notes from my Correctional Officer training and adding some tips on crisis counseling and prisoner manipulation. I thought it wise to give our new volunteers something on guidelines, for it was a big prison after all. I cared about them.

[www.PreciousHeart.net/chaplaincy/Volunteer\\_Handbook-1994.pdf](http://www.PreciousHeart.net/chaplaincy/Volunteer_Handbook-1994.pdf)



Back then, we sent the social security numbers and driver’s license numbers of all new volunteers to our county sheriff’s office, to screen them ourselves of prior convictions and outstanding warrants. This was the first Volunteer Handbook published in TDCJ history and—like this book—it was dedicated to Emmett Solomon way back then, this book completing a *fine* circuit of dedication to a wise legend the likes of which we have not yet seen succeed him. Gib Lewis Senior Warden Wesley Warner highly praised this handbook and our department, its teamwork and all. This handbook was used on the Stiles Unit in Beaumont and the Terrell Unit (now Polunsky) in Livingston for a time.

A few of us met in *informal* regional meetings—not forced—with then Ellis Unit Chaplain Alex Taylor and others. We would meet and fellowship and learn from each other. We chatted about the secretary audit and tried to share with a few Chaplains the necessity of *defining* the position. Some Chaplains did not care to talk about it, especially the ones who had no secretary. We were able to use the “All Chaplains” mainframe list then, a

handy tool to communicate with *all* Chaplains, before the internet rose to dominate the world.

After our CPE push in 2001, we were *ordered* not to use the “All Chaplains” anymore without permission. Childish—we had to ask permission to ask other chaplains a question. Goodness, we missed Solomon who was not threatened by such small things. Yet, we all had “mainframe directories” for a few things, like certain reports that went to the same set of people, and a few of us had denominational directories. We were never ordered to *not* create our own directory of Chaplains. I created one of all the Chaplains except the chief of Chaplain, and—just in case someone asked—*never* once did I belittle a supervisor on the TDCJ mainframe. I was never insubordinate. Still, that restriction just served to keep our chief out of the loop, or only within a selected loop, sadly to say. The restriction was counterproductive on many levels and childish—so much for professional interaction among those involved in the greatest source of change in human history, religion.

So, in the light of all of the rest of this book, does anyone think that *anything* would have helped save the secretaries? I had little clue or much ability on how to defend our secretaries more in 1996, me being so very new. Moreover, back then, I *did* believe that the cut was because “other” Chaplains had not utilized and defined their secretaries’ role. I apologize, but I blamed the cut on *other* Chaplains and *their* lack of desire or inability to better utilize and define their secretaries’ role. I blamed the *other* Chaplains for the loss of my secretary and the amount of work I would have to assume, as well as the amount time lost in pulling me away from doing the higher functions.

Now then, 20 years later and a lot of water under the proverbial bridge, I have seen the worst come true, for it is absolutely proven that it would *not have made a droplet of difference* if even *all* the Chaplains had defined their secretary’s position with sublime detail. It would not have made any difference at all, no matter what anyone said. In retrospect, with the data on what chaplains were doing in the 1990s, it is clear—if the data itself on all being done did not support a secretary, nothing would. Data has not meant

much to anyone for 20 years, and it all continues to be destroyed every three years—that is, except to our fine legislators.<sup>299</sup>

In truth, look at the departments today, with *more* paperwork than we had then, and see, still, no secretaries *and* the history in this book.



**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>300</sup>

the year they were cut and saved



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<sup>299</sup> See [www.PreciousHeart.net/Saved/Chaplaincy-Records-Retention-2000-2015.pdf](http://www.PreciousHeart.net/Saved/Chaplaincy-Records-Retention-2000-2015.pdf) for Open Record requests for the Records Retention schedules for the last 15 years.

<sup>300</sup> Item 5, p.72, [www.PreciousHeart.net/chaplaincy/RPD-Dunbar-08-2012.pdf](http://www.PreciousHeart.net/chaplaincy/RPD-Dunbar-08-2012.pdf).



**Concluding Encouragement:**

**Chaplains—Prepare for Next Big Audit—Never Forget**

I would very much like to encourage *all staff Chaplains* to prepare for the next Big Audit, or full personnel audit, the one that determines if the job is necessary and is supposed to assess need. It might not ever come, and if not—good—to the degree that the Chaplain position *should* be secure. And, so what? In 2011, they did not have to have *anything* at all to cut and delete all Chaplains—never forget.

Yet, in an honest world, a *real* audit would justify *extra* staff, like secretaries, and *additional* Chaplains, if the audit was done right, and—truly—if those staff Chaplains took it seriously and thoroughly articulated their “job” in their own most exquisite journey in TDCJ facilitating 500,000 volunteer hours with 20,000 good volunteer constituent owners of the franchise TDCJ. Even if TDCJ does not have a plan to protect its brand, you, dear Chaplain, be the good face of and protect the TDCJ brand—excellence is good for Chaplaincy and TDCJ. I *pray* every staff Chaplain will give good thought and prepare for the Big Audit that will come on small paper with small questions and—likely—with the *hope* that Chaplains *will answer small*. I pray the Chaplains will answer *big* and give a full accounting, as unto Him with whom we have to do.

The first Big Audit on Chaplaincy in TDCJ history in 2000 was not given in good faith, not finished at an opportune time, not finished at all, and, moreover, the audit’s data was *not used* in the following legislature in 2002 that cut 60 Chaplains from the 2003-04 budget. Then access to that cancelled audit data was purposely and illegally stalled, requiring the Texas AG’s repeated intervention.

And, because of the 2011 attempted assassination of all the Chaplains—with one bankrupt Casper-the-Friendly-Ghost rationale that the “Volunteers can do it all”—there should be no doubt whatsoever that Chaplaincy is *still* on someone’s chopping block, for—despite open records request—we *still* do not know “who” cut Chaplaincy in 2011, do not know the real reason for the cut, and do not have any idea why all of that is still a state secret.

Strange, strange world.

**Never forget**—Chaplaincy *was* cut 33% in 2003 and it took a fight to get 25 back, and the worst happened in 2011 when 100% of Chaplaincy was cut, and it took a much larger *fight* get it *all* back. Never forget that.

**Never forget—**

**Those who forget history ... are bound to see it repeated.**

You will be a better Chaplain if you know the technical side of your job, why it exists, and in state government what it takes to keep and lose the position itself. See the COMISS Report again, and know that *all* the losses of state prison Chaplaincy since 1992 were the result of *Chaplains* not being aware, being ignorant, and avoiding what Caesar requires—clear justification of one's position.

Well, *Chaplain*, I have given you here in this book what you need to *justify* your most valuable position, how we saved it in 2011, and a truck load of clear, solid reasons supported by semi-trucks of data shining bright lights on your most exquisite service.

However, you—sir or ma'am—will have to take it from here and use it, and get updates. You, sir or ma'am, most certainly and solemnly have tons of data and precious Volunteers in your most daunting and even eternally valuable job of facilitating the greatest source for change in human history—religion. Prepare to defend it.

**My Dream Is for a Secure State Prison Chaplaincy**

**Never forget . . . never, ever forget  
the Immeasurable Value of Religion, Volunteers  
and Their Chaplains**





**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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