



Biennial Report  
to the 129<sup>th</sup>  
General  
Assembly:  
Inmate  
Grievance  
Procedure

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## Table of Contents

<b>Introduction</b>	<b>3</b>
<b>Key Findings</b>	<b>4</b>
<b>Overview of the Inmate Grievance Procedure</b>	<b>5</b>
<b>Grievance Procedure Statistics</b>	<b>8</b>
<b>Grievance Procedure Survey</b>	<b>12</b>
<b>Next Steps</b>	<b>19</b>
<b>Appendix</b>	<b>20</b>

# INTRODUCTION

Section 103.73 of the Ohio Revised Code requires the Correctional Institution Inspection Committee (CIIC) to provide a “separate evaluation of the inmate grievance procedure at each state correctional institution” as part of the overall biennial report.

In order to accomplish this requirement, CIIC includes an analysis of the inmate grievance procedure at each institution as part of each institutional inspection report. All inspection reports can be found on the CIIC website: [www.ciic.state.oh.us](http://www.ciic.state.oh.us). In addition, CIIC conducted a large survey of the inmate population, Institutional Inspectors, and Wardens regarding the grievance procedure in the previous biennium. All of these reports can also be accessed on the CIIC website. Finally, CIIC tracks inmate concerns communicated to CIIC regarding the grievance procedure through its database.

This report synthesizes the above data to provide an analysis of the overall grievance procedure within the Ohio Department of Rehabilitation and Correction (DRC). The following sections provide an overview of the Inmate Grievance Procedure in the Ohio Department of Rehabilitation and Correction (DRC), grievance procedure statistics for the 2009-2010 biennium, and an analysis of the results of the CIIC inmate survey on the grievance procedure, conducted in the previous biennium. The final section outlines “next steps” in the collaborative work between the DRC and CIIC staff to improve the effectiveness of the grievance procedure.

All data can be found in tables in the Appendix.

## KEY FINDINGS

- The inmate grievance procedure was the fourth most reported concern to the CIIC in the 128<sup>th</sup> General Assembly biennium. Most of these concerns involve some variation of the following statement, “The inmate grievance procedure does not work.”
- The most frequently reported reasons for inmates’ belief that the grievance procedure does not work are as follows: (1) the grievance procedure does not work or is ineffective; (2) staff retaliation for use of the grievance procedure; and (3) staff collusion due to working, family, or friendship relationships.
- Institutional Inspectors vary widely in their dispositions of grievances, which may play some role. For example, the Pickaway Correctional Institution Inspector granted 41% of grievances in 2009. In comparison, the Warren Correctional Institution Inspector granted only 5.6% in 2009.
- The CIIC survey of the inmate population supported the concerns reported to CIIC. Of the inmates who responded to the question, 87.4% agreed with the following statement: “I believe staff will retaliate or get back at me if I use the grievance procedure.” Similarly, only 13.7% of the inmates responding to the question reported believing that institutional staff supervisors responded to informal complaints fairly; regarding Inspectors, 16.6%, and the Chief Inspector, 15.4%.
- Next steps will involve collaboration between DRC and CIIC staff to develop an action plan to improve inmate perception of the inmate grievance procedure. The inmate grievance procedure can only be successful as a means of dispute resolution if inmates use it rather than another approach (violence being one example). Inmates will obviously be less inclined to use it if they view it as (1) hard to understand, (2) unfair or (3) resulting in retaliation. Therefore, the CIIC/DRC collaboration will focus on these three areas, developing action steps to effect change in the inmate perception. The inmate population will be resurveyed in the summer of 2012 in order to measure results.

# OVERVIEW OF THE INMATE GRIEVANCE PROCEDURE

## A. ADMINISTRATIVE RULE 5120-9-31

Ohio Administrative Rule 5120-9-31 establishes the inmate grievance procedure as a three-step process. The procedure is set forth as follows:

### (1) The filing of an informal complaint - step one:

Within fourteen calendar days of the date of the event giving rise to the complaint, the inmate shall file an informal complaint to the direct supervisor of the staff member, or department most directly responsible for the particular subject matter of the complaint. Staff shall respond in writing within seven calendar days of receipt of the informal complaint. If the inmate has not received a written response from the staff member within a reasonable time, the inmate should immediately contact the inspector of institutional services either in writing or during regular open office hours. The inspector of institutional services shall take prompt action to ensure that a written response is provided to the informal complaint within four calendar days. If a response is not provided by the end of the fourth day, the informal complaint step is automatically waived. Informal complaint responses should reflect an understanding of the inmate's complaint, be responsive to the issue, cite any relevant departmental or institutional rules or policies and specify the action taken, if any. The inspector of institutional services shall monitor staff compliance with the informal complaint process. Any pattern of non-compliance by staff shall be reported to the warden for appropriate action. The filing of an informal complaint may be waived if it is determined by the inspector of institutional services that there is a substantial risk of physical injury to the grievant, the complaint is filed pursuant to rule 5120-9-03 or 5120-9-04 of the Administrative Code, paragraph (H) of this rule, or for other good cause.

### (2) The filing of the notification of grievance - step two:

If the inmate is dissatisfied with the informal complaint response, or the informal complaint process has been waived, the inmate may obtain a notification of grievance form from the inspector of institutional services. All inmate grievances must be filed by the inmate no later than fourteen calendar days from the date of the informal complaint response or waiver of the informal complaint step. The inspector of institutional services may also waive the timeframe for the filing of the notification of grievance, for good cause. The inspector of institutional services shall provide a written response to the grievance within fourteen calendar days of receipt. The written response shall summarize the inmate's complaint, describe what steps were taken to investigate the complaint and the inspector of institutional service's findings and decision. The inspector of institutional services may extend the time in which to respond, for good cause, with notice to the inmate. The chief inspector or designee shall be notified of all extensions. Any

extension exceeding twenty-eight calendar days from the date the response was due must be approved by the chief inspector or designee. Expedited responses shall be made to those grievances that, as determined by the inspector of institutional services, present a substantial risk of physical injury to the grievant or for other good cause.

(3) The filing of an appeal of the disposition of grievance - step three:

If the inmate is dissatisfied with the disposition of grievance, the inmate may request an appeal form from the inspector of institutional services. The appeal must then be filed to the office of the chief inspector within fourteen calendar days of the date of the disposition of grievance. For good cause the chief inspector or designee(s) may waive such time limits. The chief inspector or designee(s) shall provide a written response within thirty calendar days of receipt of the appeal. The chief inspector or designee(s) may extend the time in which to respond for good cause, with notice to the inmate. The decision of the chief inspector or designee is final. Grievance appeals concerning medical diagnosis or a specific course of treatment shall be investigated and responded to by a health care professional.

In addition to establishing the procedure itself, Administrative Rule 5120-9-31 also requires that a written explanation of and instructions for the use of the inmate grievance procedure shall be readily available to both staff and inmates. Newly incarcerated inmates must receive information regarding the procedure at reception; inmates must receive information again during orientation at the parent institution.

Furthermore, the Administrative Rule prohibits retaliation or the threat of retaliation for use of the grievance procedure. Any alleged or threatened retaliation may be pursued through the inmate grievance procedure.

## **B. INMATE CONCERNS COMMUNICATED TO CIIC REGARDING IGP**

The inmate grievance procedure was the fourth most reported concern to CIIC, with a total of 1,428 concerns over the 2009-2010 biennium.

Inmate concerns regarding the grievance procedure can be best summarized as falling within three categories: (1) the grievance procedure does not work or is ineffective; (2) staff retaliation for use of the grievance procedure; and (3) staff collusion due to working, family, or friendship relationships.

The following quote, taken from a recent letter to CIIC, is representative of inmate concerns:

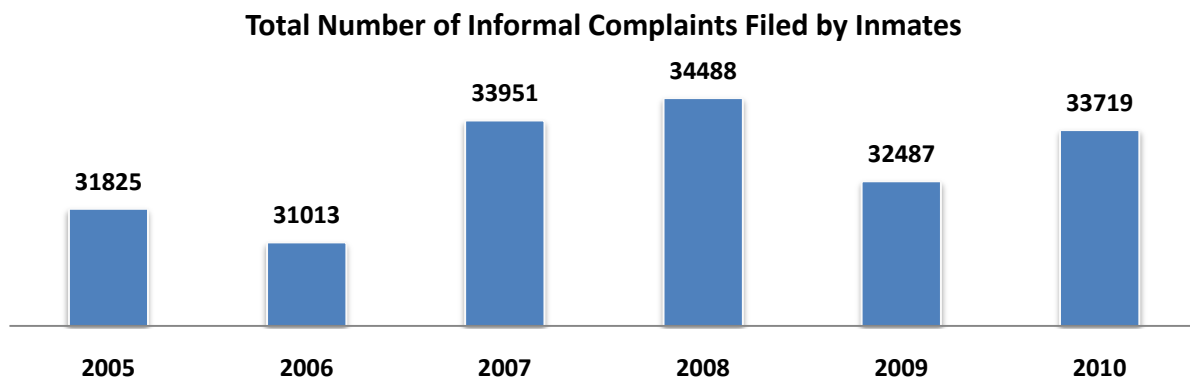
*“...Inmates fear the grievance system because of retaliation (being moved to a different pod, hits put on them, lies manufactured upon them), and staff has indoctrinated them to believe that complaints are forms of telling or snitching. So if they are known to file or want to file, they fear carrying the rep of a “snitch.” Also, they feel like it does nothing anyway...”*

CIIC staff continue to urge inmates to use the grievance procedure in almost every letter that is written in response to inmates. However, the ongoing concerns communicated by inmates, in addition to the statutory obligation for biennial examination of the grievance procedure, prompt both review and action.

# GRIEVANCE PROCEDURE STATISTICS

## A. INFORMAL COMPLAINTS

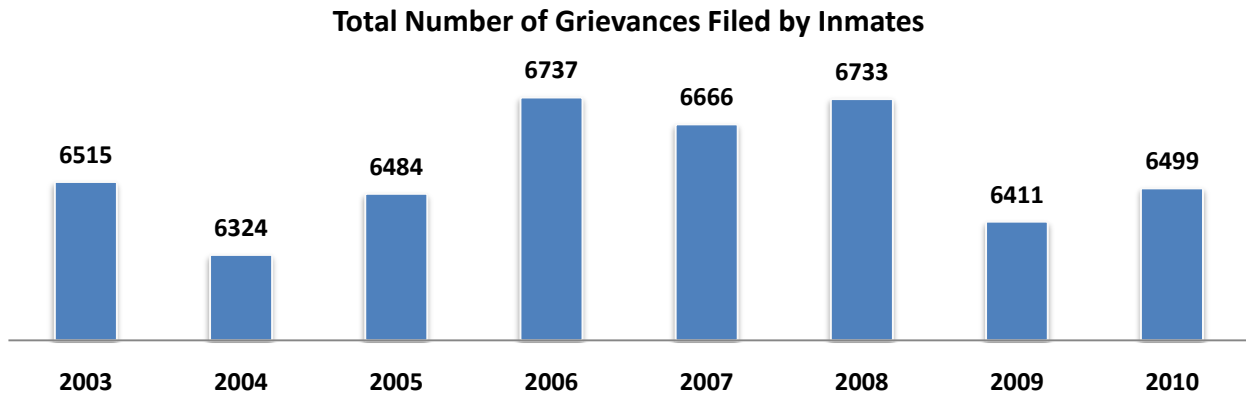
- A total of 32,487 and 33,719 informal complaint resolutions were filed during 2009 and 2010, respectively.
- Of the 32,487 informal complaint resolutions filed in 2009, 4,592 (14.1 percent) received an untimely response from the supervisor to the inmate. In 2010, approximately 15% received an untimely response. This untimely response rate is on track with previous years.



## B. GRIEVANCES

- 6,411 grievances were filed during 2009; 6,499 in 2010. Both numbers represent a significant decrease over recent years.
- Of the 6,411 grievances filed during 2009, 497 were original grievances to the Chief Inspector regarding the Inspector or the Warden. Of the 6,499 total grievances filed in 2010, 398 were original grievances.



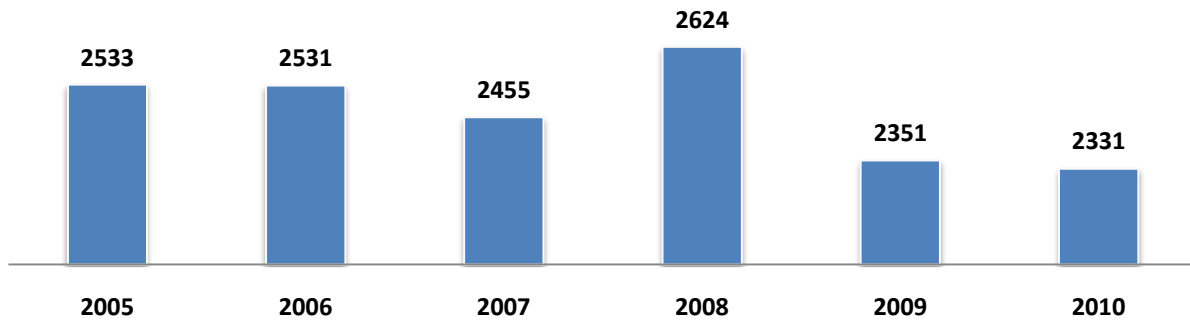


- Of the total number of grievances completed in 2009, 1,168 were granted, 4,906 were denied, and 101 were withdrawn at the inmate's request.
- Of the total number granted, 532 (45.5%) were filed by Black inmates, 626 (53.6%) by White inmates, and 10 (0.9%) by Other races. Of the total number denied, 2,523 (51.4%) were filed by White inmates, 2,344 (47.8%) were filed by Black inmates, and 39 (0.8%) were filed by inmates of Other races.
- Of the total number of grievances completed in 2010, 1,011 were granted, 5,052 were denied, and 106 were withdrawn at the inmate's request.
- Of the total granted, 479 (47.4%) were filed by Black inmates, 519 (51.3%) were filed by White inmates, and 13 (1.3%) were filed by inmates of Other races. Of the total number denied, 2,444 (48.4%) were filed by Black inmates, 2,514 (49.8%) were filed by White inmates, and 94 (1.9%) were filed by inmates of Other races.
- The highest number of grievances filed in 2009 pertained to health care (1,217) and personal property (1,130). Supervision (809) and staff accountability (293), traditionally the two highest areas of concern for inmates contacting CIIC, may be lower due to inmates fearing to report staff through the inmate grievance procedure, or it may be due to a difference in coding between DRC and CIIC.
- Similarly, the highest number of grievances filed in 2010 were in regard to health care (1,474) and personal property (1,300).

### **C. APPEALS**

- A total of 2,351 grievance appeals were filed in 2009 and 2,331 in 2010. Similar to the total number of grievances, the number of grievance appeals decreased in recent years, despite a simultaneous increase in the inmate population.

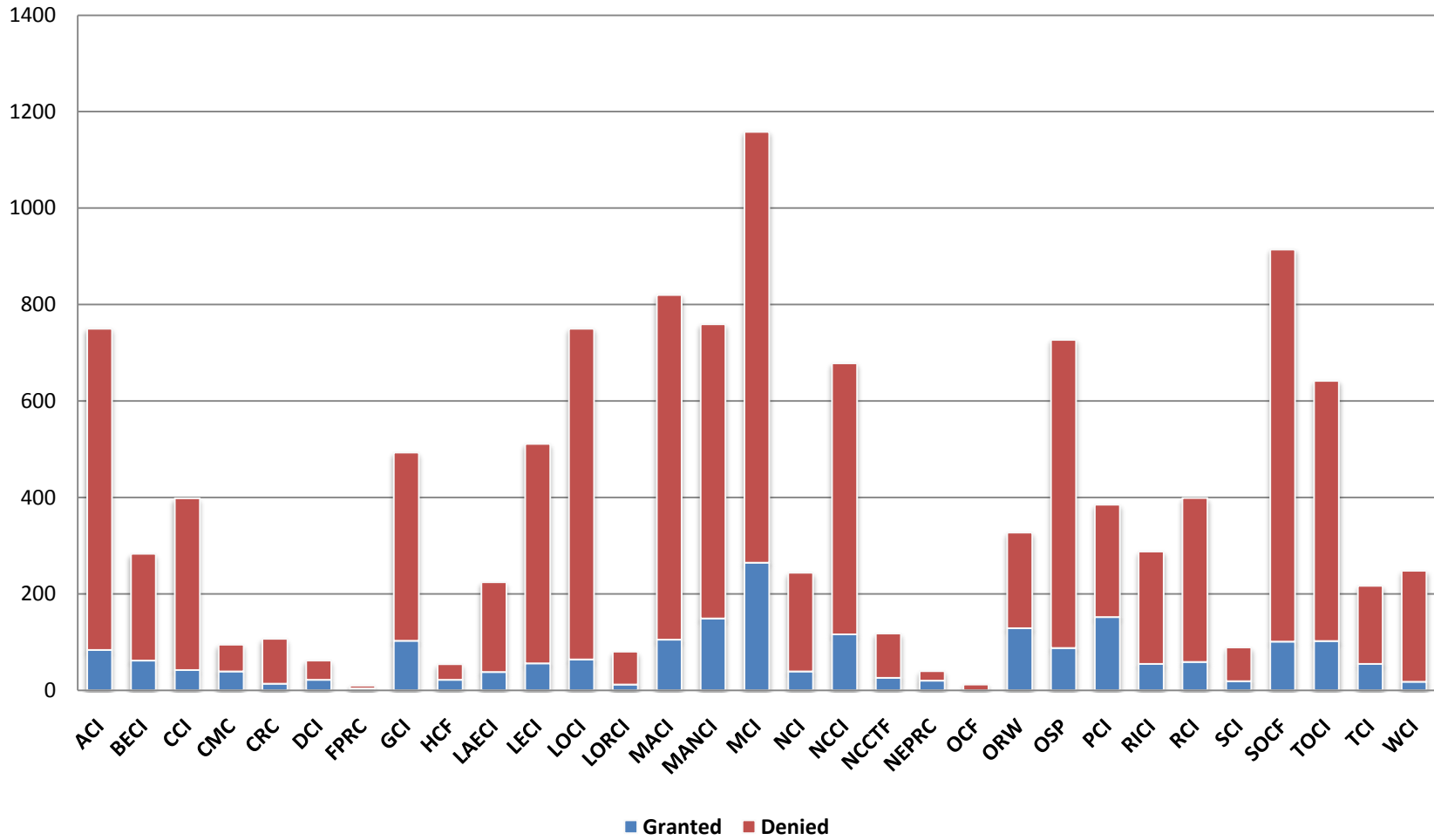
**Total Number of Grievance Appeals Filed by Inmates**



**D. INSTITUTIONAL COMPARISON**

- The institution with the highest number of grievances filed was Marion Correctional Institution, with 1,339 grievances filed during the 2009-2010 biennium. In comparison, CIIC received only 246 contacts from Marion CI. This may indicate greater inmate confidence in the grievance procedure at Marion CI, as they have many concerns, but do not feel the need to seek assistance from an outside agency. The second highest number of grievances were filed at Southern Ohio CF, with a total of 871, followed closely by Madison CI, North Central CI, Allen CI and Mansfield CI.
- In 2009, the institutions with the highest percentage of grievances granted were Dayton Correctional Institution, granting 42% of its 24 total grievances, and Pickaway Institution, granting 41% of its 274 total grievances. In comparison, the institutions granting the lowest number of grievances in 2009 were Warren Correctional Institution (5.6%) and London Correctional Institution (7.7%).
- The chart on the following page depicts the total number of grievances granted and denied, broken down by institution:

Total Number of Grievances Granted and Denied: 2009-2010



# GRIEVANCE PROCEDURE SURVEY

In 2007, CIIC conducted a broad, time-intensive survey of the inmate population regarding the grievance procedure. Grievance procedure evaluation surveys were distributed to 8,931 inmates through a cooperative effort involving the CIIC staff, Chief Inspector's office, and the Institutional Inspectors. In all, 2,946 surveys were completed and returned to the CIIC staff, again, with the assistance of the Institutional Inspectors and the Chief Inspector's office.

After analyzing the surveys, CIIC produced a separate report for each institution with a compilation of the data. These institutional reports, as well as the Warden's and Inspector's survey results, are available on the CIIC website: [www.ciic.state.oh.us](http://www.ciic.state.oh.us).

The following provides an analysis of the data resulting from the survey. The following institutions' results were excluded: Montgomery Education Pre-Release Center, because it has since been merged with Dayton Correctional Institution; and Lorain Correctional Institution and Oakwood Correctional Facility, because in both cases ten or fewer inmates returned the survey.

A breakdown of data by institution is provided in the Appendix.

## **1. Is the informal complaint process difficult or easy to understand?**

Across the DRC, 71.0% of inmates reported that the informal complaint process was easy to understand; 20.1% reported that it was difficult.

The fewest number of inmates reporting that the informal complaint process was easy to understand were from Noble Correctional Institution (54%); the most were at Dayton Correctional Institution (87%).

## **2. Is the formal grievance process difficult or easy to understand?**

Across the DRC, 58.1% of inmates reported that the formal grievance process was easy to understand; 25.5% reported that it was difficult.

The fewest number of inmates reporting that the grievance process was easy to understand were from Chillicothe Correctional Institution (38.8%); the most were at Richland Correctional Institution (70%).

## **3. Is the grievance appeal process difficult or easy to understand?**

Across the DRC, 49.4% of inmates reported that the grievance appeal process was easy to understand; 30.1% reported that it was difficult.

The fewest number of inmates reporting that the appeal process was easy to understand were from Noble Correctional Institution (35.2%); the most were at Mansfield Correctional Institution (65%).

**4. There is a separate process for filing a grievance concerning the Warden or the Institutional Inspector. Is it difficult or easy to understand?**

Across the DRC, 27.8% of inmates reported that the process for filing a grievance concerning the Warden or the Inspector was easy to understand; 19.8% reported that it was difficult.

The fewest number of inmates reporting that the process for filing a grievance concerning the Warden or the Inspector was easy to understand were from Allen Correctional Institution (16%); the most were from the Correctional Reception Center (45.5%).

**5. Most of what I've learned about the grievance process is from prison staff.**

Across the DRC, 31.1% of inmates agreed with the above statement; 69.0% disagreed.

The fewest number of inmates who agreed with the above statement were from Madison Correctional Institution (16.9%); the most were from the Franklin Pre-Release Center (55%).

**6. I received a copy of written material (handbook or pamphlet) explaining the Inmate Grievance Process.**

Across the DRC, 62.7% of inmates reported receiving a copy of written material explaining the grievance procedure; 37.1% reported that they did not receive a copy of written material.

The fewest number of inmates reporting that they received a copy of written material explaining the inmate grievance procedure were from the Madison Correctional Institution (38.6%); the most were from North Coast Correctional Treatment Facility (85.4%).

**7. Is the written material that explains the grievance process easy or difficult to understand?**

Across the DRC, 47.8% of inmates reported that the written material was easy to understand; 17.1% reported that it was difficult.

The institution with the highest percentage of inmates reporting that the written material was easy to understand were from the North Coast Correctional Treatment Facility (62.9%); the institution with the most number reporting that it was difficult was Allen Correctional Institution (27%).

**8. When I first got to this prison, the grievance process, as explained by prison staff, was difficult or easy to understand.**

Across the DRC, 34.2% of inmates reported that it was easy to understand; 21.8% reported that it was difficult. Approximately 44% of inmates reported that the grievance procedure was never explained to them by prison staff.

The institution with the most number of inmates reporting that that the grievance process as explained by staff was easy to understand was Franklin Pre-Release Center (56%); the institution with the most number of inmates reporting that it was difficult was Allen Correctional Institution (30%).

The institution with the smallest number of inmates reporting that the grievance procedure was never explained to them by staff was Franklin Pre-Release Center, with only 15% of inmates. The next closest was the North Coast Correctional Treatment Facility, with 25.8%. The institutions with the highest number of inmates reporting that the grievance process was never explained to them by staff were Ohio State Penitentiary (65.5%), the Correctional Reception Center (63.6%), and Madison Correctional Institution (63%).

### **9. Informal complaint forms are easy to get.**

Across the DRC, 56.5% of inmates agreed with the above statement; 31.2% disagreed.

The institution with the most number of inmates reporting that informal complaint forms were easy to get was Marion Correctional Institution (80%); the institution with the most number of inmates who disagreed with the statement was Noble Correctional Institution (62.5%).

### **10. Formal Grievance forms are easy to get.**

Across the DRC, 37.1% of inmates agreed with the above statement; 40.7% disagreed.

The institution with the most number of inmates agreeing with the above statement was Grafton Correctional Institution (52.5%) and the institution with the most number of inmates disagreeing with the above statement was the Southern Ohio Correctional Facility (61.6%).

### **11. Forms for filing a grievance appeal are easy to get.**

Across the DRC, 29.2% of inmates agreed with the above statement; 38.1% disagreed.

The institution with the most number of inmates agreeing with the above statement was Chillicothe Correctional Institution (44%); the institution with the most number of inmates disagreeing with the above statement was the Southern Ohio Correctional Facility (57.8%).

### **12. Supervisors take too long to respond to informal complaints.**

Across the DRC, 61.0% of inmates agreed with the above statement; 11.8% of inmates disagreed.

The institution with the most number of inmates agreeing with the above statement was the Ohio State Penitentiary (76.2%); the institution with the most number of inmates disagreeing was Warren Correctional Institution (24%).

**13. The Institutional Inspector takes too long to respond to a formal grievance.**

Across the DRC, 49.1% of inmates agreed with the above statement; 16.6% disagreed.

The institutions with the highest percentage of inmates agreeing with the above statement was the Ohio State Penitentiary (66.7%); the institutions with the highest percentage of inmates disagreeing were Lebanon Correctional Institution (24.4%) and Warren Correctional Institution (24%).

**14. The Chief Inspector, at central office in Columbus, takes too long to respond to appeals or grievances concerning the warden or Institutional Inspector.**

Across the DRC, 33.5% of inmates agreed with the above statement; 9.7% disagreed.

The institutions with the most number of inmates agreeing with the above statement were Ohio State Penitentiary (59.5%) and London Correctional Institution (59%). The institutions with the highest percentage of inmates disagreeing with the above statement were the Southern Ohio Correctional Facility (19%) and Lake Erie Correctional Institution (18.6%).

**15. I believe institutional supervisors resolve complaints fairly.**

Across the DRC, 13.7% of inmates agreed with the above statement; 66.6% disagreed.

The institution with the highest percentage of inmates agreeing with the above statement was the North Coast Correctional Treatment Facility (34.2%); the institutions with the highest percentage of inmates disagreeing with the above statement were the Southern Ohio Correctional Facility (85.3%) and Lake Erie Correctional Institution (82.5%).

**16. I believe the Chief Inspector, at central office in Columbus, resolves appeals fairly.**

Across the DRC, 15.2% agreed with the above statement; 30.2% disagreed.

The institution with the highest percentage of inmates who agreed with the above statement was Mansfield Correctional Institution (24%), followed closely by Ross Correctional Institution (23.9%); the institutions with the highest percentage of inmates disagreeing with the above statement were the Southern Ohio Correctional Facility (59.4%) and the Ohio State Penitentiary (48.3%).

**17. I believe the Chief Inspector, at central office in Columbus, resolves grievances concerning the Warden or Institutional Inspector fairly.**

Across the DRC, 10.1% of inmates agreed with the above statement; 24.2% disagreed.

The institutions with the highest percentage of inmates agreeing with the above statement were the Dayton Correctional Institution and the Franklin Pre-Release Center (both 16%); the institution with the highest percentage of inmates disagreeing with the above statement was the Southern Ohio Correctional Facility (46.1%).

**18. I believe Institutional Inspectors resolve grievances fairly.**

Across the DRC, 16.4% of inmates agreed with the above statement; 52.0% disagreed.

The institution with the highest percentage of inmates agreeing with the above statement was the Corrections Medical Center (28.6%), followed by the Northeast Pre-Release Center (24.7%); the institution with the highest percentage of inmates who disagreed with the above statement was the Grafton Correctional Institution (75%).

**19. The amount of time allowed to file a grievance is long enough.**

Across the DRC, 36.0% of inmates agreed with the above statement; 30.2% disagreed.

The institution with the highest percentage of inmates who agreed with the above statement was the Ohio State Penitentiary (52.4%); the institution with the highest percentage of inmates who disagreed with the above statement was the Southern Ohio Correctional Facility (45%).

**20. There is too much paperwork in the grievance process.**

Across the DRC, 38.7% of inmates agreed with the above statement; 33.6% disagreed.

The institution with the highest percentage of inmates who agreed with the above statement was the Grafton Correctional Institution (51.5%); the institution with the highest percentage of inmates who disagreed with the above statement was the Richland Correctional Institution (45%).

**21. Inmate complaints are useful because they alert staff to problems.**

Across the DRC, 62.9% of inmates agreed with the above statement; 37.1% disagreed.

The institution with the highest percentage of inmates who agreed with the above statement was the Franklin Pre-Release Center (78%); the institution with the highest percentage of inmates who disagreed with the above statement was the London Correctional Institution (50%).

**22. Most of what I've learned about the grievance process is from other inmates.**

Across the DRC, 83.0% of inmates agreed with the above statement; 17.0% disagreed.

The institutions with the highest percentage of inmates agreeing with the above statement were the Ohio State Penitentiary (90.6%) and Pickaway Correctional Institution (90.1%). The institution with the highest percentage of inmates who disagreed with the above statement was



the North Coast Correctional Treatment Facility (25.6%), followed by the Southern Ohio Correctional Facility (25%).

**23. I believe staff will retaliate or get back at me if I use the inmate grievance process.**

Across the DRC, 87.4% of inmates agreed with the above statement; 12.6% disagreed.

The institutions with the highest percentage of inmates who agreed with the above statement were the Correctional Reception Center (95.5%), Warren Correctional Institution (95%), Ross Correctional Institution (93.9%), Marion Correctional Institution (93.8), and the Southern Ohio Correctional Facility (93.2%).

The institutions with the highest percentages of inmates who disagreed with the above statement were the Franklin Pre-Release Center (23%), the North Coast Correctional Treatment Facility (22.6%), Mansfield Correctional Institution (22%), Hocking Correctional Facility (21.9%), and Northeast Pre-Release Center (16.8%).

**24. Which statement best describes the grievance process? (referring to the degree of fairness of the grievance procedure)**

Across the DRC, 33.2% of inmates reported that the grievance process was fair always or most of the time; 66.9% reported that the grievance process was hardly ever or never fair.

The institutions with the highest percentage of inmates reporting that the grievance process is fair always or most of the time were the Franklin Pre-Release Center (61%) and the North Coast Correctional Treatment Facility (54.7%). The institutions with the highest percentage of inmates reporting that the grievance process was hardly ever or never fair were the Lake Erie Correctional Institution (83.9%) and the Grafton Correctional Institution (80.4%).

**25. The grievance process is a good way to solve my problems.**

Across the DRC, 38.7% agreed with the above statement; 61.3% disagreed.

The institutions with the highest percentage of inmates agreeing with the above statement were the Southeastern Correctional Institution (63.8%) and Hocking Correctional Facility (62.4%). The institutions with the highest percentage of inmates disagreeing with the above statement were London Correctional Institution (75%) and the Correctional Reception Center (72.3%).

**31. Was the informal complaint form easy or difficult to understand?**

Across the DRC, 63.1% of inmates reported that the informal complaint form was easy to understand; 13.1% reported that it was easy.

The institution with the highest percentage of inmates reporting that the informal complaint form was easy to understand was the Southern Ohio Correctional Facility (83.4%); the institution with the highest percentage reporting that it was difficult was the Chillicothe Correctional Institution (36.2%).

**32. Was the formal grievance form easy or difficult to understand?**

Across the DRC, 42.8% of inmates reported that the grievance form was easy to understand; 12.4% reported that it was difficult.

The institution with the highest percentage of inmates reporting that the formal grievance form was easy to understand was the Southern Ohio Correctional Facility (70.5%); the institution with the highest percentage of inmates reporting that it was difficult was the Grafton Correctional Institution (22.2%).

**33. Was the grievance appeal form easy or difficult to understand?**

Across the DRC, 30.1% of inmates reported that the grievance appeal form was easy to understand; 12.4% reported that it was difficult.

The institution with the highest percentage of inmates reporting that the grievance appeal form was easy to understand was the Southern Ohio Correctional Facility (49.5%); the institution with the highest percentage of inmates reporting that it was difficult was the Corrections Medical Center (19.1%).

**34. Did you need help filling out any of the forms?**

Across the DRC, 24.8% of inmates reported needing help filling out the grievance procedure forms; 48.9% of inmates reported that they did not need any help filling out the forms.

The institutions with the highest number of inmates reporting that they needed help filling out the forms was the Corrections Medical Center (36.4%), followed by the Grafton Correctional Institution (36.2%). The institutions with the highest percentage of inmates reporting that they did not need help filling out the forms were the Chillicothe Correctional Institution and the Southern Ohio Correctional Facility.

## NEXT STEPS

Two main beliefs govern the examination of the grievance procedure:

- The grievance procedure can be a powerful and effective tool to reduce tension and assaults, thereby increasing safety and security, and to improve inmate/staff relations.
- The grievance procedure can only be effective if inmates understand the procedure, view it as fair, and believe that they can use it without fear of retaliation. If inmates do not trust in the procedure, then they will look for other means of conflict resolution.

Inmate communication with CIIC and the results of the CIIC survey of the inmate population indicate that the effectiveness of the grievance procedure is hampered by several concerning findings:

- 37.1% of inmates reported not receiving a written copy of the inmate grievance procedure; 44% report that the grievance procedure was never explained to them by prison staff.
- Only 13.7% of inmates reported believing that institutional supervisors resolved complaints fairly; 16.4%, that institutional inspectors resolved grievances fairly; and 15.2%, the Chief Inspector resolves appeals fairly.
- 87.4% of inmates agreed with the following statement: “I believe that staff will retaliate or get back at me if I use the grievance procedure.”

While almost all areas of the survey results should be examined by DRC staff to improve understanding of the inmate perception of the grievance procedure, CIIC staff have chosen these three areas on which to focus its effort. In partnership with the DRC, CIIC staff will work with Inspectors to define best practices for improving inmate perception of the grievance procedure in these areas and to establish measurable goals. In the summer of 2012, the inmate population will be resurveyed and the results analyzed by CIIC staff for the biennial report to the 130<sup>th</sup> General Assembly.

<b>Institution</b>	<b>Category</b>	<b>Jan.</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug.</b>	<b>Sep.</b>	<b>Oct.</b>	<b>Nov.</b>	<b>Dec.</b>	<b>Total</b>
<b>ACI</b>	Granted	2	2	1	4	7	3	2	3	2	4	3	4	37
	Denied	18	20	24	12	14	26	25	29	36	30	15	25	274
	<b>Total</b>	<b>20</b>	<b>22</b>	<b>25</b>	<b>16</b>	<b>21</b>	<b>29</b>	<b>27</b>	<b>32</b>	<b>38</b>	<b>34</b>	<b>18</b>	<b>29</b>	<b>311</b>
<b>BECI</b>	Granted	1	3	5	1	3	2	2	4	7	2	1	2	33
	Denied	11	9	17	15	13	10	25	11	6	6	6	5	134
	<b>Total</b>	<b>12</b>	<b>12</b>	<b>22</b>	<b>16</b>	<b>16</b>	<b>12</b>	<b>27</b>	<b>15</b>	<b>13</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>167</b>
<b>CCI</b>	Granted	0	3	1	5	4	2	0	0	2	0	2	3	22
	Denied	20	20	15	9	6	15	14	17	10	12	8	6	152
	<b>Total</b>	<b>20</b>	<b>23</b>	<b>16</b>	<b>14</b>	<b>10</b>	<b>17</b>	<b>14</b>	<b>17</b>	<b>12</b>	<b>12</b>	<b>10</b>	<b>9</b>	<b>174</b>
<b>CMC</b>	Granted	1	1	2	1	1	0	2	0	1	1	2	2	14
	Denied	2	3	0	0	4	1	1	5	3	5	4	2	30
	<b>Total</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>3</b>	<b>5</b>	<b>4</b>	<b>6</b>	<b>6</b>	<b>4</b>	<b>44</b>
<b>CRC</b>	Granted	0	0	2	1	1	0	0	0	1	0	2	2	9
	Denied	7	3	2	4	5	4	2	3	4	5	1	5	45
	<b>Total</b>	<b>7</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>4</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>5</b>	<b>3</b>	<b>7</b>	<b>54</b>
<b>DCI</b>	Granted	0	0	0	0	0	1	2	1	0	4	1	1	10
	Denied	4	1	1	0	0	0	0	1	1	1	2	3	14
	<b>Total</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>5</b>	<b>3</b>	<b>4</b>	<b>24</b>
<b>FPRC</b>	Granted	*	0	*	*	*	1	*	0	1	*	0	*	2
	Denied		0				0		1	3		0		4
	<b>Total</b>	<b>N/A</b>	<b>0</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>1</b>	<b>N/A</b>	<b>1</b>	<b>4</b>	<b>N/A</b>	<b>0</b>	<b>N/A</b>	<b>6</b>
<b>GCI</b>	Granted	0	7	5	9	5	4	3	6	13	4	2	6	64
	Denied	7	21	14	19	14	9	8	23	14	30	9	21	189
	<b>Total</b>	<b>7</b>	<b>28</b>	<b>19</b>	<b>28</b>	<b>19</b>	<b>13</b>	<b>11</b>	<b>29</b>	<b>27</b>	<b>34</b>	<b>11</b>	<b>27</b>	<b>253</b>
<b>HCF</b>	Granted	0	0	1	0	0	7	0	0	0	0	1	0	9
	Denied	2	0	0	3	0	7	2	3	5	0	5	3	30
	<b>Total</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>14</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>0</b>	<b>6</b>	<b>3</b>	<b>39</b>

<b>Institution</b>	<b>Category</b>	<b>Jan.</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug.</b>	<b>Sep.</b>	<b>Oct.</b>	<b>Nov.</b>	<b>Dec.</b>	<b>Total</b>
<b>LAECI</b>	Granted	0	0	4	2	2	0	3	2	0	3	1	1	18
	Denied	3	4	3	6	5	5	11	7	4	8	9	7	72
	<b>Total</b>	<b>3</b>	<b>4</b>	<b>7</b>	<b>8</b>	<b>7</b>	<b>5</b>	<b>14</b>	<b>9</b>	<b>4</b>	<b>11</b>	<b>10</b>	<b>8</b>	<b>90</b>
<b>LECI</b>	Granted	3	1	7	4	4	3	3	2	4	5	6	5	47
	Denied	22	29	16	28	27	22	18	22	16	20	27	18	265
	<b>Total</b>	<b>25</b>	<b>30</b>	<b>23</b>	<b>32</b>	<b>31</b>	<b>25</b>	<b>21</b>	<b>24</b>	<b>20</b>	<b>25</b>	<b>33</b>	<b>23</b>	<b>312</b>
<b>LOCI</b>	Granted	0	1	2	5	2	2	4	1	1	2	1	1	22
	Denied	21	17	18	19	23	19	31	24	24	28	11	26	261
	<b>Total</b>	<b>21</b>	<b>18</b>	<b>20</b>	<b>24</b>	<b>25</b>	<b>21</b>	<b>35</b>	<b>25</b>	<b>25</b>	<b>30</b>	<b>12</b>	<b>27</b>	<b>283</b>
<b>LORCI</b>	Granted	0	1	1	0	0	1	1	1	0	1	0	0	6
	Denied	7	5	3	2	1	1	4	1	6	8	1	2	41
	<b>Total</b>	<b>7</b>	<b>6</b>	<b>4</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>2</b>	<b>6</b>	<b>9</b>	<b>1</b>	<b>2</b>	<b>47</b>
<b>MACI</b>	Granted	3	4	3	5	6	4	13	8	2	3	0	4	55
	Denied	9	14	16	27	15	42	67	33	39	33	14	43	352
	<b>Total</b>	<b>12</b>	<b>18</b>	<b>19</b>	<b>32</b>	<b>21</b>	<b>46</b>	<b>80</b>	<b>41</b>	<b>41</b>	<b>36</b>	<b>14</b>	<b>47</b>	<b>407</b>
<b>MANCI</b>	Granted	4	3	10	9	8	6	10	7	7	8	7	9	88
	Denied	16	11	27	27	37	45	38	30	31	41	30	39	372
	<b>Total</b>	<b>20</b>	<b>14</b>	<b>37</b>	<b>36</b>	<b>45</b>	<b>51</b>	<b>48</b>	<b>37</b>	<b>38</b>	<b>49</b>	<b>37</b>	<b>48</b>	<b>460</b>
<b>MCI</b>	Granted	13	6	6	7	14	11	8	7	15	13	10	8	118
	Denied	30	29	15	32	38	25	32	39	38	38	38	17	371
	<b>Total</b>	<b>43</b>	<b>35</b>	<b>21</b>	<b>39</b>	<b>52</b>	<b>36</b>	<b>40</b>	<b>46</b>	<b>53</b>	<b>51</b>	<b>48</b>	<b>25</b>	<b>489</b>
<b>NCI</b>	Granted	1	2	1	1	3	4	0	2	0	3	1	1	19
	Denied	4	3	4	4	3	8	6	6	6	11	8	8	71
	<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>12</b>	<b>6</b>	<b>8</b>	<b>6</b>	<b>14</b>	<b>9</b>	<b>9</b>	<b>90</b>
<b>NCCI</b>	Granted	3	4	2	5	9	4	9	6	4	7	8	7	68
	Denied	15	11	20	15	27	24	21	27	18	24	20	24	246
	<b>Total</b>	<b>18</b>	<b>15</b>	<b>22</b>	<b>20</b>	<b>36</b>	<b>28</b>	<b>30</b>	<b>33</b>	<b>22</b>	<b>31</b>	<b>28</b>	<b>31</b>	<b>314</b>
<b>NCCTF</b>	Granted	3	0	1	0	0	0	0	0	2	0	0	2	8
	Denied	2	2	3	4	1	0	1	2	0	4	3	3	25
	<b>Total</b>	<b>5</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>3</b>	<b>5</b>	<b>33</b>

<b>Institution</b>	<b>Category</b>	<b>Jan.</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug.</b>	<b>Sep.</b>	<b>Oct.</b>	<b>Nov.</b>	<b>Dec.</b>	<b>Total</b>
<b>NEPRC</b>	Granted	0	0	0	0	0	0	0	0	2	0	1	2	5
	Denied	0	0	0	0	0	0	0	0	2	0	0	1	3
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>8</b>
<b>OCF</b>	Granted	0	0	0	0	0	0	0	0	0	0	0	0	0
	Denied	0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ORW</b>	Granted	13	5	0	0	0	2	3	9	4	6	5	9	56
	Denied	12	5	0	0	9	3	16	2	7	11	8	30	103
	<b>Total</b>	<b>25</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>5</b>	<b>19</b>	<b>11</b>	<b>11</b>	<b>17</b>	<b>13</b>	<b>39</b>	<b>159</b>
<b>OSP</b>	Granted	4	5	4	5	4	3	2	2	0	2	6	5	42
	Denied	45	30	20	30	28	21	31	39	21	25	28	49	367
	<b>Total</b>	<b>49</b>	<b>35</b>	<b>24</b>	<b>35</b>	<b>32</b>	<b>24</b>	<b>33</b>	<b>41</b>	<b>21</b>	<b>27</b>	<b>34</b>	<b>54</b>	<b>409</b>
<b>PCI</b>	Granted	7	5	9	13	6	9	14	11	11	19	5	4	113
	Denied	12	5	20	9	7	7	13	16	18	29	16	9	161
	<b>Total</b>	<b>19</b>	<b>10</b>	<b>29</b>	<b>22</b>	<b>13</b>	<b>16</b>	<b>27</b>	<b>27</b>	<b>29</b>	<b>48</b>	<b>21</b>	<b>13</b>	<b>274</b>
<b>RICI</b>	Granted	4	1	5	0	1	3	2	5	4	2	1	3	31
	Denied	14	8	15	17	13	10	14	10	8	7	6	10	132
	<b>Total</b>	<b>18</b>	<b>9</b>	<b>20</b>	<b>17</b>	<b>14</b>	<b>13</b>	<b>16</b>	<b>15</b>	<b>12</b>	<b>9</b>	<b>7</b>	<b>13</b>	<b>163</b>
<b>RCI</b>	Granted	3	4	8	0	0	4	4	0	3	2	2	3	33
	Denied	9	16	7	7	7	26	23	7	15	16	23	16	172
	<b>Total</b>	<b>12</b>	<b>20</b>	<b>15</b>	<b>7</b>	<b>7</b>	<b>30</b>	<b>27</b>	<b>7</b>	<b>18</b>	<b>18</b>	<b>25</b>	<b>19</b>	<b>205</b>
<b>SCI</b>	Granted	0	0	0	1	0	0	2	1	1	0	2	0	7
	Denied	1	2	4	2	0	5	6	3	0	1	1	1	26
	<b>Total</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>5</b>	<b>8</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>33</b>
<b>SOCF</b>	Granted	3	9	6	7	4	10	2	7	2	1	5	5	61
	Denied	33	29	30	42	30	38	39	28	32	23	40	20	384
	<b>Total</b>	<b>36</b>	<b>38</b>	<b>36</b>	<b>49</b>	<b>34</b>	<b>48</b>	<b>41</b>	<b>35</b>	<b>34</b>	<b>24</b>	<b>45</b>	<b>25</b>	<b>445</b>
<b>TOCI</b>	Granted	8	14	*	*	0	2	*	9	12	5	0	10	60
	Denied	3	42			0	1		21	31	40	10	33	181
	<b>Total</b>	<b>11</b>	<b>56</b>			<b>0</b>	<b>3</b>		<b>30</b>	<b>43</b>	<b>45</b>	<b>10</b>	<b>43</b>	<b>241</b>

**Table 1. 2009 Grievances by Institution Cont.**

<b>Institution</b>	<b>Category</b>	<b>Jan.</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug.</b>	<b>Sep.</b>	<b>Oct.</b>	<b>Nov.</b>	<b>Dec.</b>	<b>Total</b>
<b>TCI</b>	Granted	5	0	0	1	6	2	3	3	7	4	1	1	33
	Denied	13	0	0	5	11	8	27	15	14	16	3	7	119
	<b>Total</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>17</b>	<b>10</b>	<b>29</b>	<b>18</b>	<b>21</b>	<b>20</b>	<b>4</b>	<b>8</b>	<b>152</b>
<b>WCI</b>	Granted	0	0	0	2	0	0	0	1	2	1	0	2	8
	Denied	10	7	13	9	8	13	20	18	10	13	5	9	135
	<b>Total</b>	<b>10</b>	<b>7</b>	<b>13</b>	<b>11</b>	<b>8</b>	<b>13</b>	<b>20</b>	<b>19</b>	<b>12</b>	<b>14</b>	<b>5</b>	<b>11</b>	<b>143</b>

<b>Institution</b>	<b>Category</b>	<b>Jan.</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug.</b>	<b>Sep.</b>	<b>Oct.</b>	<b>Nov.</b>	<b>Dec.</b>	<b>Total</b>
<b>ACI</b>	Granted	9	0	3	8	3	3	3	7	4	3	0	4	47
	Denied	14	29	53	40	27	31	42	24	41	27	35	29	392
	<b>Total</b>	<b>23</b>	<b>29</b>	<b>56</b>	<b>48</b>	<b>30</b>	<b>34</b>	<b>45</b>	<b>31</b>	<b>45</b>	<b>30</b>	<b>35</b>	<b>33</b>	<b>439</b>
<b>BECI</b>	Granted	3	6	2	2	5	2	0	3	1	2	0	3	29
	Denied	11	11	7	6	4	2	6	7	9	8	7	9	87
	<b>Total</b>	<b>14</b>	<b>17</b>	<b>9</b>	<b>8</b>	<b>9</b>	<b>4</b>	<b>6</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>7</b>	<b>12</b>	<b>116</b>
<b>CCI</b>	Granted	1	0	1	0	1	1	2	0	4	6	4	0	20
	Denied	12	15	22	23	10	25	21	1	19	30	14	12	204
	<b>Total</b>	<b>13</b>	<b>15</b>	<b>23</b>	<b>23</b>	<b>11</b>	<b>26</b>	<b>23</b>	<b>1</b>	<b>23</b>	<b>36</b>	<b>18</b>	<b>12</b>	<b>224</b>
<b>CMC</b>	Granted	2	3	2	0	4	3	3	2	2	1	1	2	25
	Denied	4	3	2	1	0	1	0	3	2	2	6	2	26
	<b>Total</b>	<b>6</b>	<b>6</b>	<b>4</b>	<b>1</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>7</b>	<b>4</b>	<b>49</b>
<b>CRC</b>	Granted	0	0	2	1	0	0	1	0	0	1	0	0	5
	Denied	2	6	5	0	1	4	2	6	9	2	6	5	48
	<b>Total</b>	<b>2</b>	<b>6</b>	<b>7</b>	<b>1</b>	<b>1</b>	<b>4</b>	<b>3</b>	<b>6</b>	<b>9</b>	<b>3</b>	<b>6</b>	<b>5</b>	<b>53</b>
<b>DCI</b>	Granted	0	1	1	4	1	0	0	4	0	1	0	0	12
	Denied	2	2	2	5	2	2	2	3	2	1	1	2	26
	<b>Total</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>9</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>7</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>38</b>
<b>FPRC</b>	Granted	*	0	2	*	*	*	0	*	*	*	0	*	2
	Denied		1	1				0				0		2
	<b>Total</b>	<b>N/A</b>	<b>1</b>	<b>3</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>0</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>0</b>	<b>N/A</b>	<b>4</b>
<b>GCI</b>	Granted	2	3	5	4	0	4	4	3	5	2	3	4	39
	Denied	15	13	11	15	13	9	15	21	32	14	22	21	201
	<b>Total</b>	<b>17</b>	<b>16</b>	<b>16</b>	<b>19</b>	<b>13</b>	<b>13</b>	<b>19</b>	<b>24</b>	<b>37</b>	<b>16</b>	<b>25</b>	<b>25</b>	<b>240</b>
<b>HCF</b>	Granted	1	0	0	0	2	3	1	1	1	0	2	4	13
	Denied	1	2	3	3	4	7	3	18	4	4	17	3	52
	<b>Total</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>6</b>	<b>10</b>	<b>4</b>	<b>19</b>	<b>5</b>	<b>4</b>	<b>19</b>	<b>7</b>	<b>65</b>



<b>Institution</b>	<b>Category</b>	<b>Jan.</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug.</b>	<b>Sep.</b>	<b>Oct.</b>	<b>Nov.</b>	<b>Dec.</b>	<b>Total</b>
<b>LAECI</b>	Granted	1	2	3	2	0	0	2	3	3	2	0	2	20
	Denied	4	4	11	8	8	12	6	15	14	14	6	12	114
	<b>Total</b>	<b>5</b>	<b>6</b>	<b>14</b>	<b>10</b>	<b>8</b>	<b>12</b>	<b>8</b>	<b>18</b>	<b>17</b>	<b>16</b>	<b>6</b>	<b>14</b>	<b>134</b>
<b>LECI</b>	Granted	0	0	0	0	0	0	3	0	1	2	1	2	9
	Denied	20	11	15	12	15	11	16	15	20	10	22	23	190
	<b>Total</b>	<b>20</b>	<b>11</b>	<b>15</b>	<b>12</b>	<b>15</b>	<b>11</b>	<b>19</b>	<b>15</b>	<b>21</b>	<b>12</b>	<b>23</b>	<b>25</b>	<b>199</b>
<b>LOCI</b>	Granted	0	2	3	4	1	2	0	0	3	2	4	21	42
	Denied	17	21	21	16	16	18	7	31	17	15	28	218	425
	<b>Total</b>	<b>17</b>	<b>23</b>	<b>24</b>	<b>20</b>	<b>17</b>	<b>20</b>	<b>7</b>	<b>31</b>	<b>20</b>	<b>17</b>	<b>32</b>	<b>239</b>	<b>467</b>
<b>LORCI</b>	Granted	1	0	0	3	0	1	0	1	0	0	0	0	6
	Denied	4	1	2	6	2	1	3	2	3	0	1	2	27
	<b>Total</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>9</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>33</b>
<b>MACI</b>	Granted	4	4	3	1	5	3	3	1	9	6	4	7	50
	Denied	38	19	42	33	22	30	26	38	34	32	18	31	363
	<b>Total</b>	<b>42</b>	<b>23</b>	<b>45</b>	<b>34</b>	<b>27</b>	<b>33</b>	<b>29</b>	<b>39</b>	<b>43</b>	<b>38</b>	<b>22</b>	<b>38</b>	<b>375</b>
<b>MANCI</b>	Granted	4	13	8	8	10	N/A	N/A	N/A	N/A	N/A	12	6	61
	Denied	32	28	36	27	31	N/A	N/A	N/A	N/A	N/A	48	36	238
	<b>Total</b>	<b>36</b>	<b>41</b>	<b>44</b>	<b>35</b>	<b>41</b>						<b>60</b>	<b>42</b>	<b>299</b>
<b>MCI</b>	Granted	12	16	13	11	17	14	10	11	15	12	7	9	147
	Denied	30	42	45	35	48	39	50	54	37	40	43	59	522
	<b>Total</b>	<b>42</b>	<b>58</b>	<b>58</b>	<b>46</b>	<b>65</b>	<b>53</b>	<b>60</b>	<b>65</b>	<b>52</b>	<b>52</b>	<b>50</b>	<b>68</b>	<b>669</b>
<b>NCI</b>	Granted	1	2	1	2	3	0	0	3	2	1	5	0	20
	Denied	8	13	10	11	12	20	10	11	8	14	14	3	134
	<b>Total</b>	<b>9</b>	<b>15</b>	<b>11</b>	<b>13</b>	<b>15</b>	<b>20</b>	<b>10</b>	<b>14</b>	<b>10</b>	<b>15</b>	<b>19</b>	<b>3</b>	<b>154</b>
<b>NCCI</b>	Granted	4	4	1	6	*	8	1	5	3	6	3	4	48
	Denied	24	19	30	21		37	22	27	20	34	28	26	316
	<b>Total</b>	<b>28</b>	<b>23</b>	<b>31</b>	<b>27</b>		<b>45</b>	<b>23</b>	<b>32</b>	<b>23</b>	<b>40</b>	<b>31</b>	<b>30</b>	<b>364</b>
<b>NCCTF</b>	Granted	1	0	1	1	2	2	0	4	1	6	0	0	18
	Denied	4	5	1	1	6	2	1	8	3	34	1	1	67
	<b>Total</b>	<b>5</b>	<b>5</b>	<b>2</b>	<b>2</b>	<b>8</b>	<b>4</b>	<b>1</b>	<b>12</b>	<b>4</b>	<b>40</b>	<b>1</b>	<b>1</b>	<b>85</b>

**Table 2. 2010 Grievances by Institution Cont.**

Institution	Category	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Total
NEPRC	Granted	0	0	1	3	1	1	0	4	5	0	0	0	15
	Denied	0	0	3	7	0	5	1	0	0	1	0	0	17
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>10</b>	<b>1</b>	<b>6</b>	<b>1</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>32</b>
OCF	Granted	0	0	0	0	0	0	0	0	0	0	0	0	0
	Denied	0	2	0	1	7	0	0	0	0	1	1	0	12
	<b>Total</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>12</b>
ORW	Granted	3	4	0	5	0	6	10	3	12	7	4	19	73
	Denied	6	10	0	7	0	13	12	13	10	4	5	15	95
	<b>Total</b>	<b>9</b>	<b>14</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>19</b>	<b>22</b>	<b>16</b>	<b>22</b>	<b>11</b>	<b>9</b>	<b>34</b>	<b>168</b>
OSP	Granted	3	2	2	6	4	5	2	4	6	5	2	5	46
	Denied	36	23	19	29	40	27	14	20	14	26	3	21	272
	<b>Total</b>	<b>39</b>	<b>25</b>	<b>21</b>	<b>35</b>	<b>44</b>	<b>32</b>	<b>16</b>	<b>24</b>	<b>20</b>	<b>31</b>	<b>5</b>	<b>26</b>	<b>318</b>
PCI	Granted	0	1	0	0	0	0	9	7	6	6	4	6	39
	Denied	2	1	0	0	0	8	8	13	13	16	5	6	72
	<b>Total</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>17</b>	<b>20</b>	<b>19</b>	<b>22</b>	<b>9</b>	<b>12</b>	<b>111</b>
RICI	Granted	2	2	3	1	3	1	2	1	3	2	2	2	24
	Denied	8	5	5	9	6	9	12	7	16	6	14	4	101
	<b>Total</b>	<b>10</b>	<b>7</b>	<b>8</b>	<b>10</b>	<b>9</b>	<b>10</b>	<b>14</b>	<b>8</b>	<b>19</b>	<b>8</b>	<b>16</b>	<b>6</b>	<b>125</b>
RCI	Granted	3	3	2	2	1	0	8	3	1	0	3	0	26
	Denied	16	17	14	14	10	9	14	20	14	19	7	14	168
	<b>Total</b>	<b>19</b>	<b>20</b>	<b>16</b>	<b>16</b>	<b>11</b>	<b>9</b>	<b>22</b>	<b>23</b>	<b>15</b>	<b>19</b>	<b>10</b>	<b>14</b>	<b>194</b>
SCI	Granted	0	1	0	2	1	1	0	2	2	1	1	1	12
	Denied	1	2	1	10	1	4	6	0	0	2	3	4	44
	<b>Total</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>12</b>	<b>2</b>	<b>5</b>	<b>6</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>56</b>
SOCF	Granted	2	3	3	5	2	3	2	4	3	4	6	3	40
	Denied	35	26	30	32	25	39	27	37	40	40	27	40	429
	<b>Total</b>	<b>37</b>	<b>29</b>	<b>33</b>	<b>37</b>	<b>27</b>	<b>42</b>	<b>29</b>	<b>41</b>	<b>43</b>	<b>44</b>	<b>33</b>	<b>43</b>	<b>469</b>

**Table 2. 2010 Grievances by Institution Cont.**

<b>Institution</b>	<b>Category</b>	<b>Jan.</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug.</b>	<b>Sep.</b>	<b>Oct.</b>	<b>Nov.</b>	<b>Dec.</b>	<b>Total</b>
<b>TOCI</b>	Granted	7	3	5	3	2	7	5	3	1	2	2	2	42
	Denied	20	28	57	36	39	15	45	21	19	31	21	27	359
	<b>Total</b>	<b>27</b>	<b>31</b>	<b>62</b>	<b>39</b>	<b>41</b>	<b>22</b>	<b>50</b>	<b>24</b>	<b>20</b>	<b>33</b>	<b>23</b>	<b>29</b>	<b>401</b>
<b>TCI</b>	Granted	0	4	0	0	3	1	3	3	1	1	4	2	22
	Denied	0	10	0	0	3	0	5	2	1	10	5	7	43
	<b>Total</b>	<b>0</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>1</b>	<b>8</b>	<b>5</b>	<b>2</b>	<b>12</b>	<b>9</b>	<b>9</b>	<b>65</b>
<b>WCI</b>	Granted	2	1	1	0	0	1	0	4	0	1	0	0	10
	Denied	8	11	11	9	7	7	6	7	11	6	2	10	95
	<b>Total</b>	<b>10</b>	<b>12</b>	<b>12</b>	<b>9</b>	<b>7</b>	<b>8</b>	<b>6</b>	<b>11</b>	<b>11</b>	<b>7</b>	<b>2</b>	<b>10</b>	<b>105</b>

**Table 3. Inmate Grievance Procedure Survey Results**

	1 Easy	1 Difficult	2 Easy	2 Difficult	3 Easy	3 Difficult	4 Easy	4 Difficult	5 Agree	5 Disagree	6 Yes	6 No
<b>ACI</b>	61	28	53	35	37	44	16	25	25	74	76	24
<b>BECI</b>	73.1	21.9	51.2	33	44.5	32.1	29.2	15.9	40.5	59.5	55.4	44.6
<b>CCI</b>	63.4	23.5	38.8	33.6	38.8	33.6	21.8	17.2	28.5	71.6	42.8	57.2
<b>CMC</b>	66.7	25	48.3	25	50	37.5	30.4	34.8	21.7	78.3	56.5	43.5
<b>CRC</b>	63.6	18.1	59.1	22.7	50	27.3	45.5	18.2	22.7	77.2	59.1	40.9
<b>DCI</b>	87	13	67	26	52	33	30	16	35	65	61	39
<b>FPRC</b>	81	9	55	17	41	22	28	11	55	45	84	16
<b>GCI</b>	72.8	24.2	65.6	26.3	58.2	33.7	33.6	26.5	20.2	79.8	71.7	28.3
<b>HCF</b>	68.3	13.4	62.5	15	54.3	20.9	35	16.8	40.3	59.8	83.1	16.9
<b>LAECI</b>	76.6	18.3	61.9	25.8	59.2	24.5	31.6	21.5	23.5	76.6	63.9	36.1
<b>LECI</b>	56.9	28.5	47.7	31.5	40.8	36.2	21	23.2	23.3	76.8	54.6	45.4
<b>LOCI</b>	74	17	60	25	51	32	26	19	28	72	44	56
<b>MCI</b>	71.3	22.6	64	27.2	53.1	32.4	24.6	20.2	33.3	66.6	78	21.9
<b>MACI</b>	73	15	58	20	46	28	27	17	16.9	83.1	38.6	61.4
<b>MANCI</b>	82	12	68	20	65	23	30	20	30	71	61	39
<b>NCI</b>	54	31.1	43.3	31.1	35.2	37.9	21.6	19	18.9	81.1	57.5	42.5
<b>NCCI</b>	70	24.5	62	28	54.1	31.6	30	18	22	78	65	35
<b>NCCTF</b>	70.4	14.3	57.8	17.6	57.9	16.9	33	15.4	53.1	46.9	85.4	14.6
<b>NEPRC</b>	67.7	17.7	52.1	20.8	37.9	23.2	24.3	7.1	39.6	60.4	81.6	18.4
<b>ORW</b>	71	23	59	21	49	23	24	17	37	63	74	26
<b>OSP</b>	77.4	17.9	62.3	25.9	52.9	35.3	36.5	18.8	25	75	54.2	45.8
<b>PCI</b>	64.8	25.3	55.6	28.8	46.2	29.7	30	21.1	24.4	75.6	50.5	49.5
<b>RCI</b>	69	25	60.9	27.8	51.7	27.9	23.9	24.8	30.2	69.8	58.8	41.2
<b>RICI</b>	81	17	70	23	50	37	22	27	27	73	49	51
<b>SCI</b>	59.7	22.8	46.7	31.6	44.7	29.8	23.7	23.7	41.3	58.7	61.3	38.7
<b>SOCF</b>	84.3	13.7	68.3	24.8	61.8	29.4	33	23	25.7	74.3	62	32
<b>TCI</b>	70.1	20.5	56.4	27.3	48.7	32.5	27.4	21.3	37	63	75.9	24.1
<b>TOCI</b>	83	10	68	18	50	25	24	17	44	56	56	44
<b>WCI</b>	67	30	63	30	53	34	23	19	32	69	56	44
<b>Avg.</b>	71.0	20.1	58.1	25.5	49.4	30.1	27.8	19.8	31.1	69.0	62.7	37.1

**Table 3. Inmate Grievance Procedure Survey Results Cont.**

	<b>7</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>Never</b>	<b>9</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>12</b>	<b>12</b>
	<b>Easy</b>	<b>Diff.</b>	<b>Easy</b>	<b>Diff.</b>	<b>Explained</b>	<b>Agree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Disagree</b>
<b>ACI</b>	52	27	28	30	43	72	15	46	36	31	42	63	13
<b>BECI</b>	45.1	14.6	35.8	27.2	37	58.1	33.3	33.4	39.6	22.2	38.2	63.8	11.3
<b>CCI</b>	35	15.1	23.2	15.9	60.9	45.7	40.4	31.3	44	55.6	12.5	55.6	12.5
<b>CMC</b>	43.5	21.7	34.8	26.1	39.1	70	25	42.8	42.8	27.2	36.4	57.2	19
<b>CRC</b>	54.6	13.6	22.7	13.6	63.6	45.4	36.3	31.8	40.9	18.2	40.9	60	10
<b>DCI</b>	59	9	46	25	29	65	25	40	36	31	33	55	9
<b>FPRC</b>	59	13	56	29	15	76	10	45	14	33	13	47	17
<b>GCI</b>	51.6	20.2	25.2	26.2	48.5	77.6	18.4	52.5	38.4	40	42	71.4	13.3
<b>HCF</b>	60.7	15.5	43.4	21.7	34.9	47	15.6	45.8	14.4	39.8	18	40.3	12.2
<b>LAECI</b>	51.1	16.3	38.8	26.5	34.7	77.3	15.4	36.5	43.7	25.7	44.3	65.9	16
<b>LECI</b>	36.2	17.7	28.7	19.4	51.9	36.6	50.4	31.3	44	32.6	35.6	51.5	18.4
<b>LOCI</b>	41	17	30	21	49	50	39	27	54	22	50	71	10
<b>MCI</b>	57.9	25.4	28.1	14.9	57	80	10.4	40.9	42.6	33	38.3	70.2	11.7
<b>MACI</b>	37	12	19	18	63	41.4	43.5	29.9	40.2	25.3	36.4	70.5	5.1
<b>MANCI</b>	49	17	33	22	46	69	21	41	37	32	37	62	16
<b>NCI</b>	37.8	16.2	30.2	13.7	56.2	23.6	62.5	18.1	57	15.3	51.4	57.1	5.7
<b>NCCI</b>	44	25	26	26	47	67	22	34	45	22	47	68	13
<b>NCCTF</b>	62.9	20.6	52.6	21.7	25.8	52.1	14.9	50.5	19.4	39.4	21.2	41.9	12.9
<b>NEPRC</b>	53.6	16.5	50.5	21.1	28.4	73.4	15.3	52	17.4	34.4	20.9	54.2	7.3
<b>ORW</b>	54	21	41	27	32	39	45	40	36	22	37	56	12
<b>OSP</b>	42.3	12.9	17.9	16.7	65.5	64.3	34.5	41.2	50.6	41.2	38.8	76.2	7.2
<b>PCI</b>	37.4	18.7	26.7	24.4	48.9	29.2	57.3	18.9	61.1	23.3	51.1	60.7	7.9
<b>RCI</b>	42.3	18.6	35.2	19.3	45.4	26.4	61.5	27.4	53.8	19.8	47.4	70.1	12
<b>RICI</b>	42	14	39	26	35	55	34	50	33	22	49	68	11
<b>SCI</b>	42	15.1	32.6	16.3	51.1	50	32.6	38.5	33	29.3	31.6	57.2	4.4
<b>SOCF</b>	53	13	36	13	51	57.8	41.2	30.3	61.6	28.4	57.8	69.7	16.2
<b>TCI</b>	51.3	19.5	32.4	22.2	45.3	78.6	14.3	35.4	43.4	29.2	41.6	61.7	6.9
<b>TOCI</b>	48	14	42	23	35	80	10	38	43	30	38	67	8
<b>WCI</b>	44	16	37	26	37	31	62	27	58	23	55	56	24
<b>Avg.</b>	<b>47.8</b>	<b>17.1</b>	<b>34.2</b>	<b>21.8</b>	<b>44.0</b>	<b>56.5</b>	<b>31.2</b>	<b>37.1</b>	<b>40.7</b>	<b>29.2</b>	<b>38.1</b>	<b>61.0</b>	<b>11.8</b>

**Table 3. Inmate Grievance Procedure Survey Results Cont.**

	<b>13</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>15</b>	<b>15</b>	<b>16</b>	<b>16</b>	<b>17</b>	<b>17</b>	<b>18</b>	<b>18</b>
	<b>Agree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Disagree</b>
<b>ACI</b>	55	19	37	8	15	63	20	29	8	23	16	57
<b>BECI</b>	38.3	17.2	21	13.5	16.1	63	17.2	18.5	12.4	14.8	22.3	45.7
<b>CCI</b>	51.7	15.4	34.9	8.8	12	68	15.1	32.2	12.5	21.1	16.4	60.5
<b>CMC</b>	40.9	22.7	27.3	18.2	13.6	68.2	18.2	31.8	9.5	33.3	28.6	38.1
<b>CRC</b>	42.8	4.8	33.3	4.8	9.1	68.2	9.1	27.2	9.1	22.7	9.1	36.4
<b>DCI</b>	42	20	18	13	16	71	16	18	16	15	15	56
<b>FPRC</b>	30	20	20	6	24	45	17	10	16	8	24	20
<b>GCI</b>	63.6	16.2	43.8	9.2	10	81	16	40	9.1	33.3	12	75
<b>HCF</b>	30	20.1	22.6	8.8	17.1	41.5	12.2	19.5	11.3	15.1	23.4	33.3
<b>LAECI</b>	54.6	17.5	29.9	18.6	5.1	82.5	18.8	32.3	12.5	29.2	8.3	70.1
<b>LECI</b>	37.4	24.4	32.8	13	7.6	68.7	17.6	29.8	12.2	27.5	16.1	53.1
<b>LOCI</b>	59	13	59	13	8	76	11	41	7	31	10	70
<b>MCI</b>	65.8	11.4	39.5	6.1	14.7	72.2	13.9	32.2	9.6	26.1	17.5	65.8
<b>MACI</b>	38.8	20.4	35.4	8	12.2	66.7	12.1	35.4	12.3	23.4	9.1	54.5
<b>MANCI</b>	47	23	39	14	13	72	24	44	10	26	15	57
<b>NCI</b>	54.2	12.5	23.6	9.8	11.1	68.1	13.9	22.2	10	21.4	16.7	47.2
<b>NCCI</b>	56	19	42	4	6	74	11	43	6	27	10	65
<b>NCCTF</b>	34.4	8.6	21.5	6.4	34.2	38.5	12.8	10.7	7.5	16	16	27.6
<b>NEPRC</b>	38.1	18.7	23.2	5	23.5	47.9	12.3	15.3	10	10	24.7	26.8
<b>ORW</b>	47	12	26	8	19	58	17	18	11	18	20	42
<b>OSP</b>	66.7	9.5	59.5	2.4	14.3	77.4	14.1	48.3	10.6	35.3	11.9	70.3
<b>PCI</b>	53.9	21.3	34.4	11.1	7.8	70	14.4	34.4	11.1	28.9	13.3	56.7
<b>RCI</b>	53.9	20.5	33.4	11.1	15.4	70.1	23.9	31.6	11.9	26.5	22.4	51.7
<b>RICI</b>	58	17	38	8	8	75	14	32	8	27	15	59
<b>SCI</b>	47.4	8.6	23.9	9.7	8.6	57	16.3	17.4	14	18.3	18.4	35.9
<b>SOCF</b>	60.4	23.7	47	19	11.8	85.3	14.9	59.4	7.9	46.1	12.7	70.6
<b>TCI</b>	48.3	9.5	33.6	5.2	23.5	59.1	12.9	30.2	5.1	22.5	17.3	47.4
<b>TOCI</b>	60	11	32	8	12	68	14	31	6	23	19	52
<b>WCI</b>	49	24	39	10	10	75	12	40	6	32	14	63
<b>Avg.</b>	<b>49.1</b>	<b>16.6</b>	<b>33.5</b>	<b>9.7</b>	<b>13.7</b>	<b>66.6</b>	<b>15.2</b>	<b>30.2</b>	<b>10.1</b>	<b>24.2</b>	<b>16.4</b>	<b>52.0</b>

**Table 3. Inmate Grievance Procedure Survey Results Cont.**

	19 Agree	19 Disagree	20 Agree	20 Disagree	21 Agree	21 Disagree	22 Agree	22 Disagree	23 Agree	23 Disagree	24 Fair	24 Unfair
<b>ACI</b>	34	39	45	31	59	40	77	23	88	12	35	65
<b>BECI</b>	34.6	30.8	44.5	32.1	60.1	40.1	79.7	20.2	90	10	40.7	59.2
<b>CCI</b>	27.7	32.4	43	29	63	37	86.5	13.5	88.4	11.6	30	70
<b>CMC</b>	40.9	27.3	34.8	34.8	56.5	43.5	82.6	17.4	86.9	13	39.1	60.8
<b>CRC</b>	22.7	27.2	22.7	31.8	59.1	40.9	77.3	22.7	95.5	4.5	21.1	79
<b>DCI</b>	46	23	45	32	69	31	84	16	91	9	35	65
<b>FPRC</b>	43	14	19	28	78	22	77	23	77	23	61	39
<b>GCI</b>	39.4	37.4	51.5	37.3	64.7	35.4	82.9	17.2	90.9	9.2	19.6	80.4
<b>HCF</b>	37.6	22.4	41.2	17.7	75.3	24.6	78.3	21.7	78	21.9	48	52
<b>LAECI</b>	39.5	34.4	36.4	43.8	55.2	44.8	87.7	12.4	85.6	14.5	16.2	83.9
<b>LECI</b>	38.9	24.4	36.2	34.7	58.5	41.5	77.7	22.3	88.6	11.5	25	75
<b>LOCI</b>	39	37	46	35	50	50	84	16	90	10	21	79
<b>MCI</b>	43.9	34.2	40.7	41.6	59.7	40.4	83.3	16.6	93.8	6.2	26.4	73.6
<b>MACI</b>	41	22	30	39	62.6	37.4	82.9	17.2	88.9	11.1	31.2	68.8
<b>MANCI</b>	27	44	39	40	60	39	85	14	78	22	32	69
<b>NCI</b>	27.1	29.8	33.8	32.5	55.4	44.6	83.1	16.9	90.4	9.6	25.7	74.3
<b>NCCI</b>	35	38	44	34	68	32	85	15	85	15	27	73
<b>NCCTF</b>	20.5	21.5	29.7	17.1	73.1	26.9	74.5	25.6	77.4	22.6	54.7	45.2
<b>NEPRC</b>	31.6	18.4	44.9	19.4	72.4	27.7	82.2	17.7	83.2	16.8	44.7	55.3
<b>ORW</b>	43	25	36	33	71	29	86	14	88	12	38	62
<b>OSP</b>	52.4	23.8	41.7	39.3	58.4	41.6	90.6	9.4	85.5	14.4	26.3	73.8
<b>PCI</b>	31.9	29.7	43.9	28.6	62.2	37.8	90.1	9.9	85.6	14.4	36.8	63.2
<b>RCI</b>	28.2	43.6	36.4	41.5	56.8	43.2	86.4	13.5	93.9	6	31.8	68.2
<b>RICI</b>	39	31	39	45	69	32	81	18	87	14	29	72
<b>SCI</b>	28.7	29.8	32.2	31.2	62.7	37.4	89.3	10.7	84.9	15.1	40.5	59.5
<b>SOCF</b>	38	45	45.5	40.6	52.9	47.1	75	25	93.2	6.8	21	78
<b>TCI</b>	36.2	28.5	41.3	30.2	67.2	32.8	87	13.1	88.5	11.5	40.8	59.3
<b>TOCI</b>	39	27	36	38	64	36	86	14	86	14	36	64
<b>WCI</b>	38	36	44	37	61	39	84	16	95	5	28	72
<b>Avg.</b>	<b>36.0</b>	<b>30.2</b>	<b>38.7</b>	<b>33.6</b>	<b>62.9</b>	<b>37.1</b>	<b>83.0</b>	<b>17.0</b>	<b>87.4</b>	<b>12.6</b>	<b>33.2</b>	<b>66.9</b>

**Table 3. Inmate Grievance Procedure Survey Results Cont.**

	25 Agree	25 Disagree	31 Easy	31 Diff.	32 Easy	32 Diff.	33 Easy	33 Diff.	34 Yes	34 No
ACI	35	65	71	11	48	20	34	17	28	50
BECI	37.7	62.4	62.6	12.5	26.9	11.5	17.8	8.8	32.5	40
CCI	34.7	65.3	58.2	36.2	41.3	10.9	24.1	13.1	15.9	72.7
CMC	30.4	69.6	63.6	27.3	54.5	13.6	33.3	19.1	36.4	50
CRC	27.8	72.3	50	5	33.3	5.6	27.8	11.1	27.3	22.7
DCI	31	69	72	3	56	2	35	8	17	56
FPRC	57	43	57	9	16	6	8	5	17	46
GCI	36.8	63.3	71.8	18.5	47.8	22.2	42.5	16.1	36.2	55.3
HCF	62.4	37.7	43.3	7.5	32.8	9	27.9	7.4	13	34.8
LAECI	30.2	69.8	71	11.9	44.1	11.8	33.4	8.7	29.3	53.3
LECI	34.1	65.8	55.9	15.7	38.8	15.9	30.2	12.7	27.4	44.4
LOCI	25	75	68	14	52	12	34	15	28	52
MCI	34.8	65.2	74	14.8	51.9	15.4	36.6	12.9	26.6	60.6
MACI	37.9	62.1	61.1	9.5	38.7	7.6	29.3	6.5	23.2	45.3
MANCI	37	63	73	8	57	10	48	13	23	55
NCI	31	69	54.6	16.7	42.4	13.6	26.1	10.8	19.1	45.6
NCCI	35	65	69	12	43	20	33	16	34	47
NCCTF	56.5	43.5	31.8	10.6	15.5	11.9	9.5	12.9	11.2	25.8
NEPRC	41.7	58.4	63.3	8.8	33.4	5.5	18.2	10.3	18.2	51.1
ORW	40	60	62	12	29	13	18	6	26	47
OSP	34.6	65.4	71.9	14.6	56.1	18.3	45.1	18.3	20.7	64.6
PCI	42	58	60.2	10.8	44.6	10.8	28.9	10.8	27.7	41
RCI	36.8	63.1	63	14.4	45.5	16.1	23.4	16.2	27.4	49.6
RICI	37	63	65	15	49	16	34	15	25	49
SCI	63.8	35.2	47.8	15.9	27.2	7.9	19.1	6.7	16.7	46.4
SOCF	29.7	70.3	83.4	9.4	70.5	9.5	49.5	17.9	26	65.6
TCI	43	57	64.9	10.2	42.6	16.6	28.9	14.9	31.5	38.7
TOCI	41	59	75	8	53	10	37	11	25	57
WCI	38	62	65	19	49	17	39	17	29	53
<b>Avg.</b>	<b>38.7</b>	<b>61.3</b>	<b>63.1</b>	<b>13.1</b>	<b>42.8</b>	<b>12.4</b>	<b>30.1</b>	<b>12.4</b>	<b>24.8</b>	<b>48.9</b>