



OYA Professional Standards Office

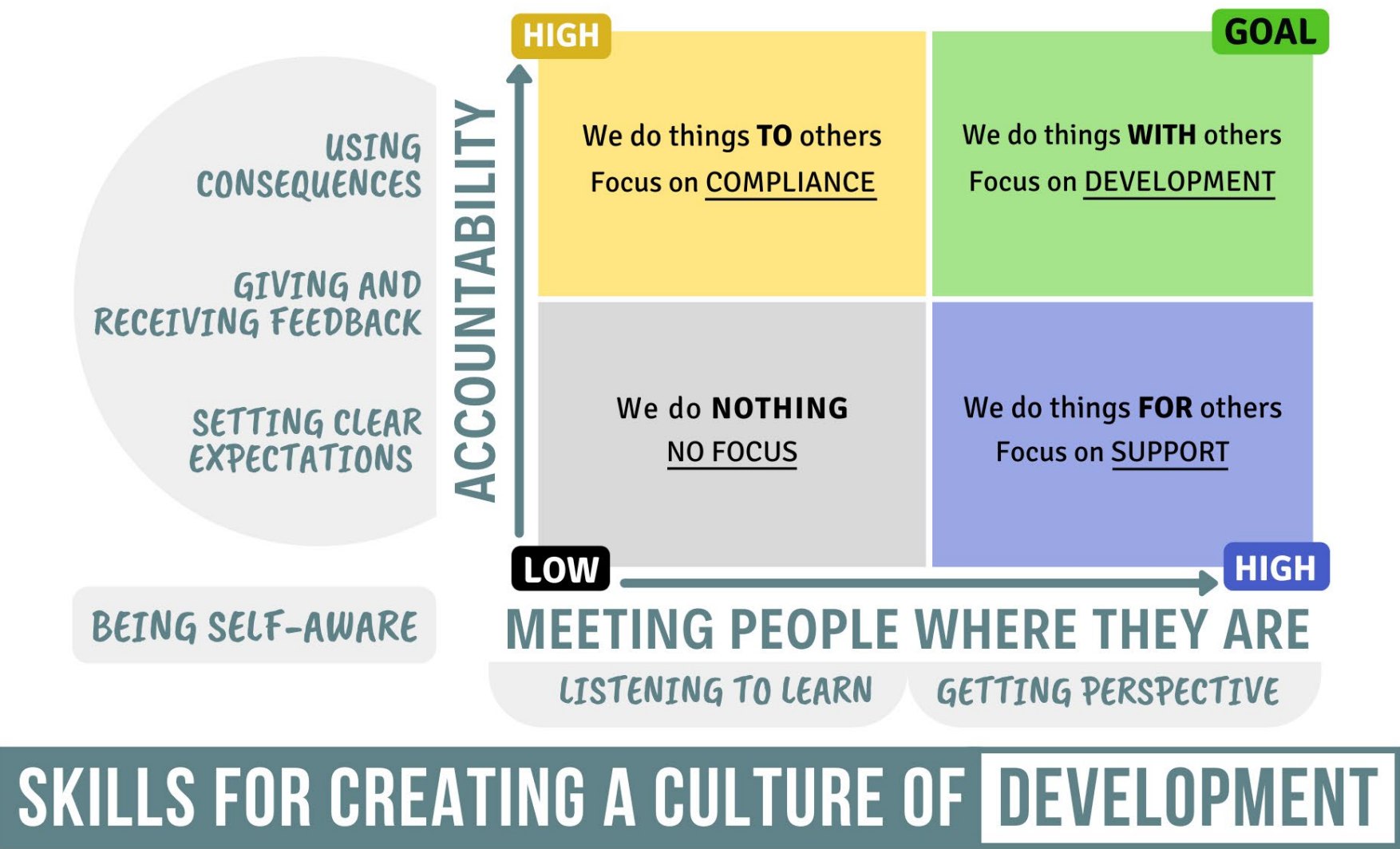
PSO Case Statistics

Catherine Davidson, Deputy Chief Investigator

8/19/2026



The Developmental Approach





Insights into Action

Our Data Culture Framework



Hard on Data, Intentional with People

We challenge the information, not the individual.

Healthy tension strengthens our thinking.



If You Don't Know Your Data, You Don't Know Your Business

Understanding our metrics is a shared responsibility.

Knowing your data builds credibility and informs better decisions.



Transparency Builds Trust

Sharing successes and struggles strengthens our collective effectiveness.



Can't Manage a Secret

No one has to carry the issues alone.

Open communication enables accountability and shared solutions.



Complexity is the Enemy of Execution

Simplicity and clarity accelerate progress.

Keep it understandable, actionable, and measurable.



Collective Accountability

We rise together. Data ownership matters, but improvement is a team sport.

We turn data into direction — not just to report, but to refine, learn, and improve



What We Do

The mission of the Professional Standards Office (PSO) is to help eliminate organizational conditions which may foster, permit, or encourage inappropriate behavior by OYA employees. PSO ensures that the integrity of the agency is maintained through a system of fair, objective, and impartial administrative investigation and review.



Investigation & Documentation

- Investigate allegations of misconduct involving youth and any responsible party, including employees, volunteers, and contract providers.
- Log, track, and respond to complaints received through the Reporting Line, online forms, email, youth incident reports, and other channels.



Compliance

- Ensure compliance with the Prison Rape Elimination Act (PREA).



Reporting & Analysis

- Prepare reports summarizing youth safety complaints and their outcomes.
- Analyze trends to identify and address conditions that enable misconduct.



Training & Ethics

- Assist with staff training on ethics, professional boundaries, and related policies.



Definitions

Term	Definition
Professional Standards Office (PSO)	The Professional Standards Office (PSO) conducts impartial investigations into allegations of abuse and other inappropriate or illegal behavior by staff or youth, works to ensure the safety of the youth committed to OYA, and holds staff accountable for meeting OYA's core values of professionalism, accountability, integrity, and respect.
Prison Rape Elimination Act (PREA)	The Prison Rape Elimination Act (PREA) is a federal law that supports prevention of sexual assault and rape within corrections systems and sets minimum standards for responding to allegations of sexual assault and sexual harassment.
Complaint (CPT, SCC)	Complaints are lower-level cases related to OYA facilities, OYA parole/probation offices, residential providers, proctor homes, OYA foster homes, or any other location. PSO has a goal of closing complaints within 60 days of reported date. Note: Outside this slide deck, complaints about residential providers, proctor homes, and OYA foster homes may be classified separately under "Sub-Care" or "SCC," with all other complaints classified as "CPT."
CS Investigation	CS investigations are higher-level cases with serious non-PREA allegations. PSO has a goal of closing investigations within 90 active case days from the reported date. Active case days exclude days a case is suspended.
PREA Investigation	PREA investigations are higher-level cases that include a PREA allegation. PSO has a goal of closing PREA investigations within 60 active case days from the reported date. Active case days exclude days a case is suspended.
Youth Incident Report (YIR)	Youth incident reports are entered into JJIS, typically by facility staff. Some YIRs are flagged for PSO review based on a variety of criteria (e.g., PSO notification checkbox, PREA-related, various problem groups, escape, director notification checkbox, etc.).
Reporting Line	The Reporting Line is available 24x7 for OYA youth, OYA staff, parents, OYA residential and foster care providers, and community members to report concerns. Messages may be left anonymously. PSO attempts to return all Reporting Line calls by the end of the next business day, when contact information is available.
Reported Date	Reported date is when an individual contacted PSO about an issue, e.g., left a message on the reporting line, sent an email, or called the PSO office. PSO tracks cases from the reported date, which may be earlier than the date the case is entered into the case management system.
Open	The initial state of a case entered into the PSO case management system is "Open."
Suspended	Investigators halt their work temporarily when a case has been suspended due to law enforcement or Department of Human Services.
Closed	When investigators complete a case, they close and sign it.
Signed	The final step in the lifecycle of a case is review by the Chief Investigator or the chief's designee. The case is signed off if it meets PSO standards for documentation, investigation, evidence, etc.



Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



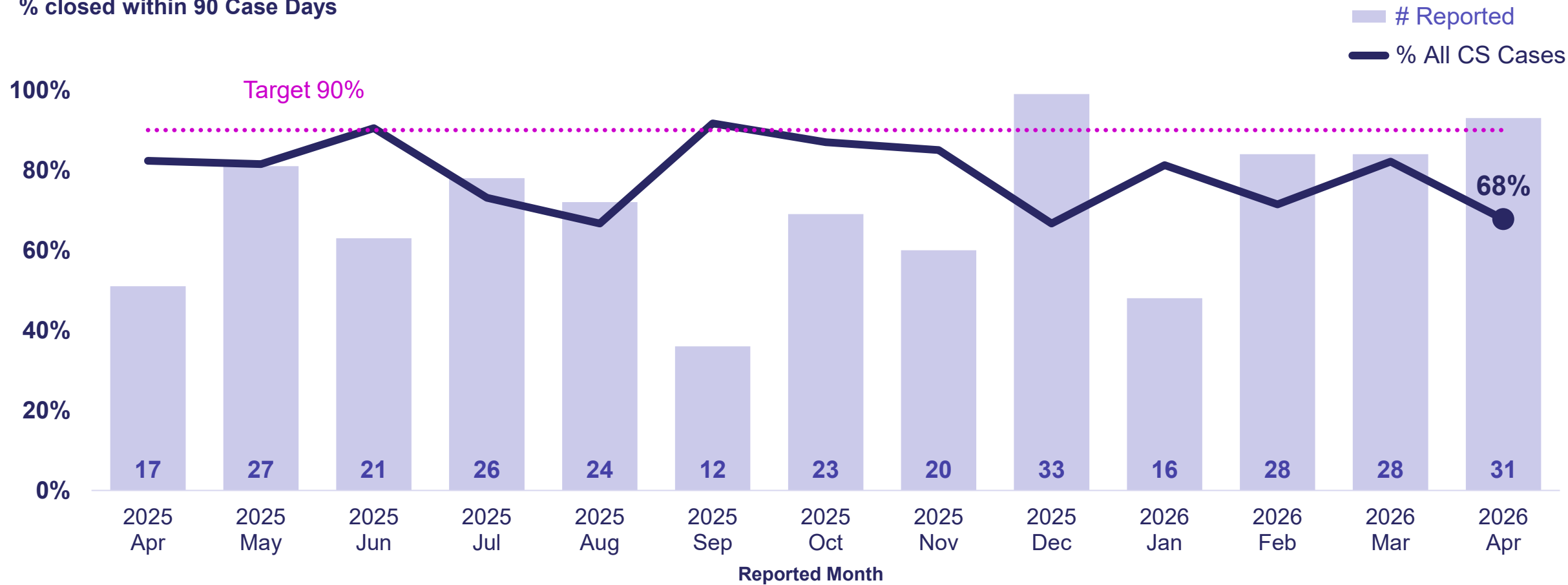
Performance Metrics



68% of all CS investigations reported in April 2026 closed within 90 case days.

This measure reports all CS investigations (includes suspended cases). Case days exclude suspended days. Past percentages will likely change as suspended cases are reactivated and closed.

% closed within 90 Case Days

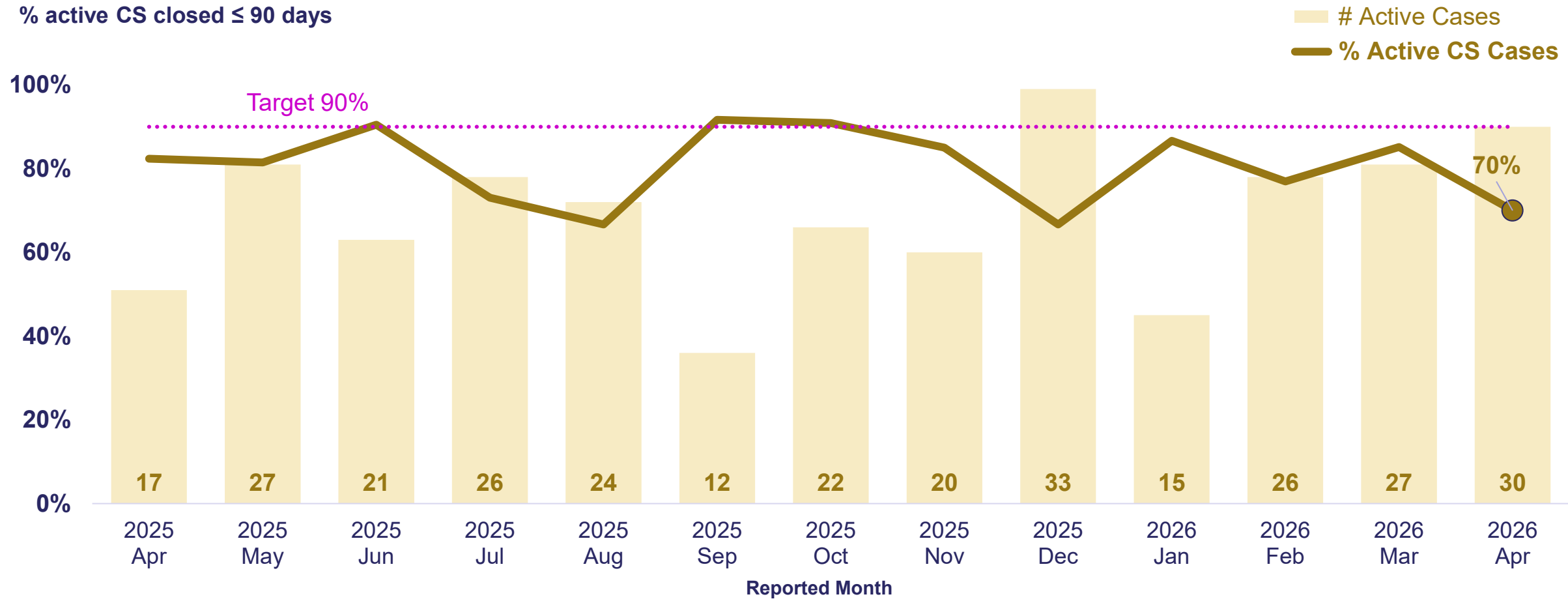




70% of **non-suspended CS** investigations reported in April 2026 closed within **90 case days**.

This measure reports **only non-suspended CS investigations**. Case days exclude suspended days. Past percentages will likely change as suspended cases are reactivated and closed.

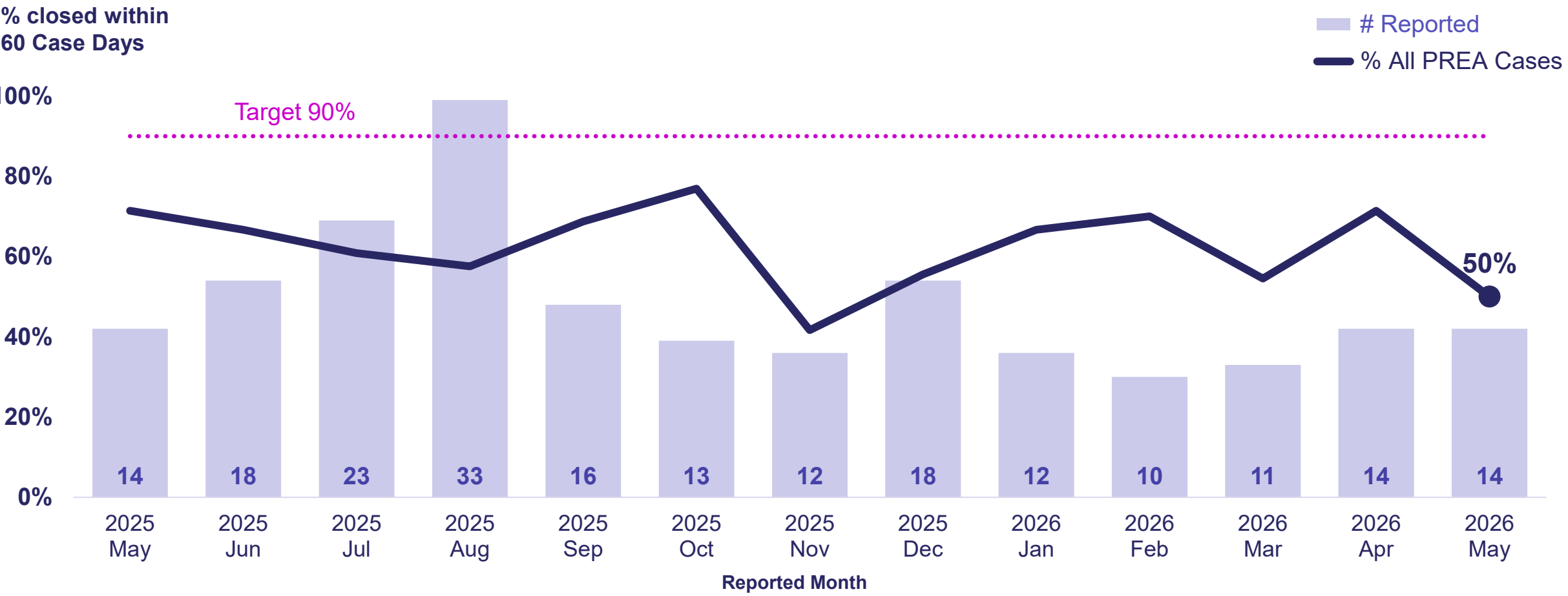
% active CS closed ≤ 90 days





50% of **all PREA investigations** reported in May 2026 closed within **60 case days**.

This measure reports **all PREA investigations (includes suspended cases)**. Case days exclude suspended days. Past percentages will likely change as suspended cases are reactivated and closed.

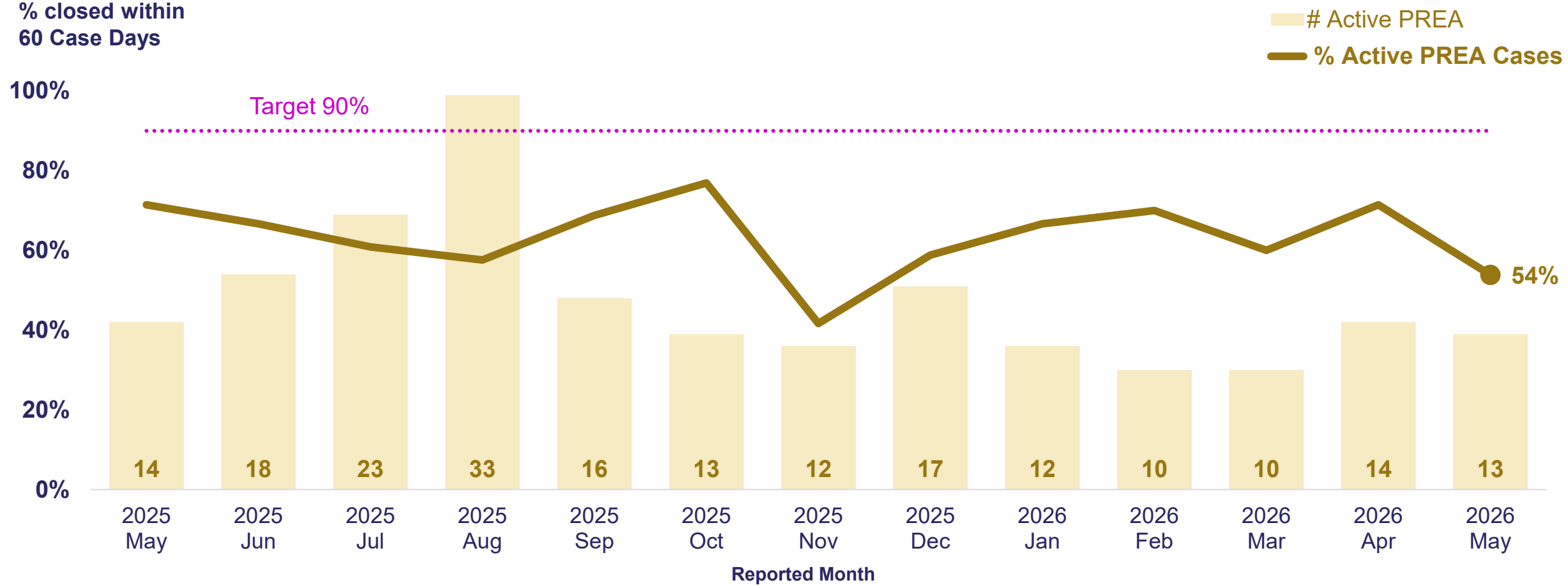




54% of **non-suspended PREA** investigations reported in May 2026 closed within **60 case days**.

This measure reports **only non-suspended PREA investigations**. Case days exclude suspended days. Past percentages will likely change as suspended cases are reactivated and closed.

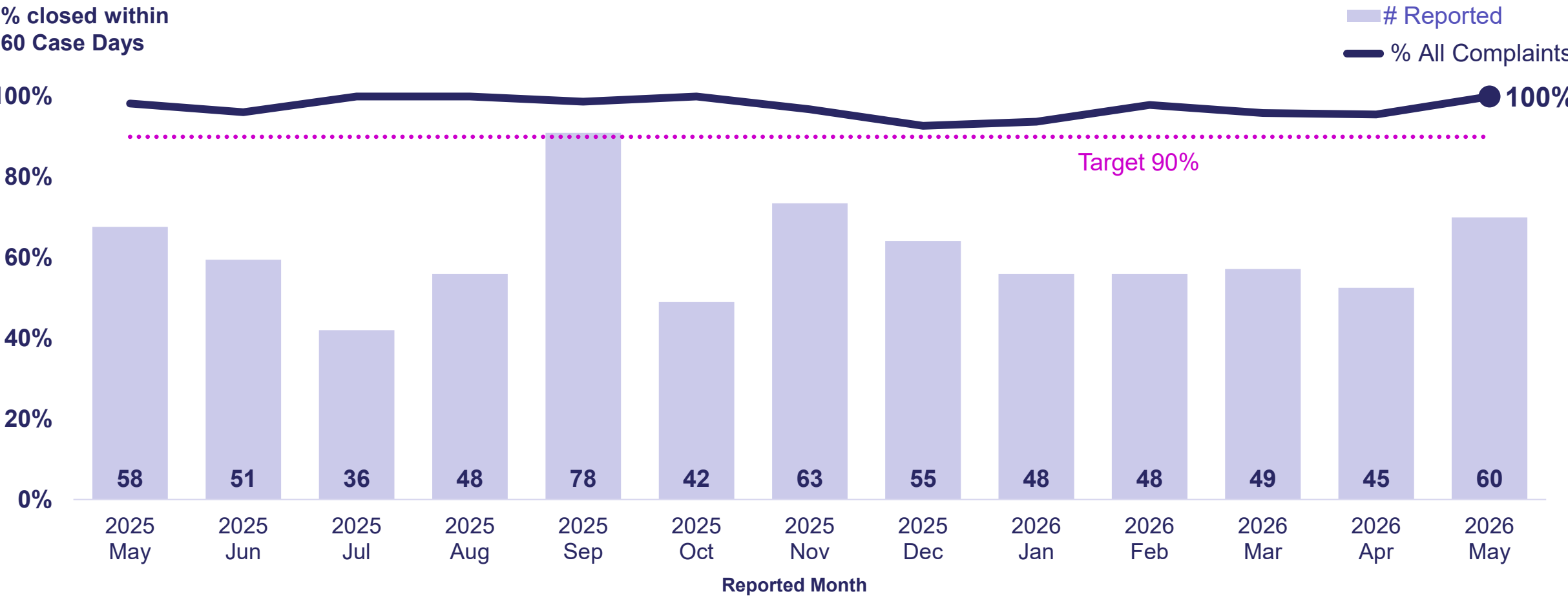
% closed within
60 Case Days





100% of all complaints reported in May 2026 closed within 60 case days.

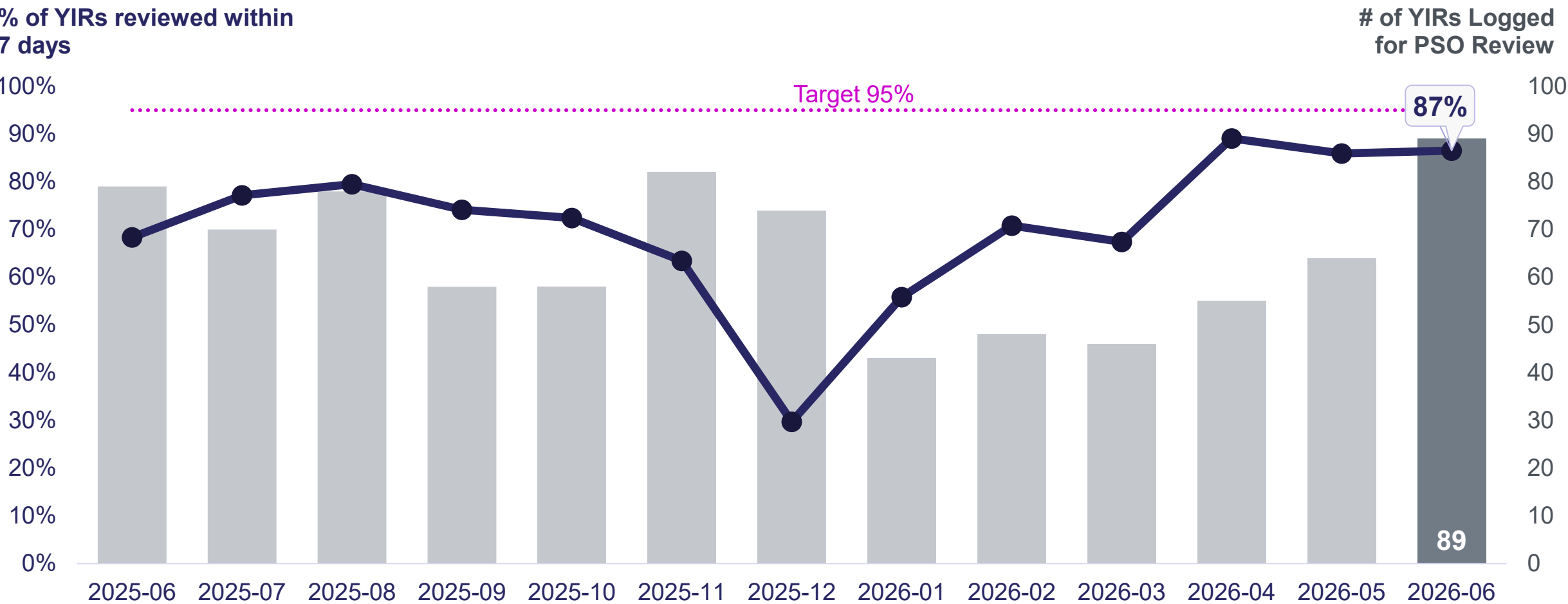
This measure reports all complaints and substitute care cases (includes suspended cases). Case days exclude suspended days. Past percentages will likely change as suspended cases are reactivated and closed.





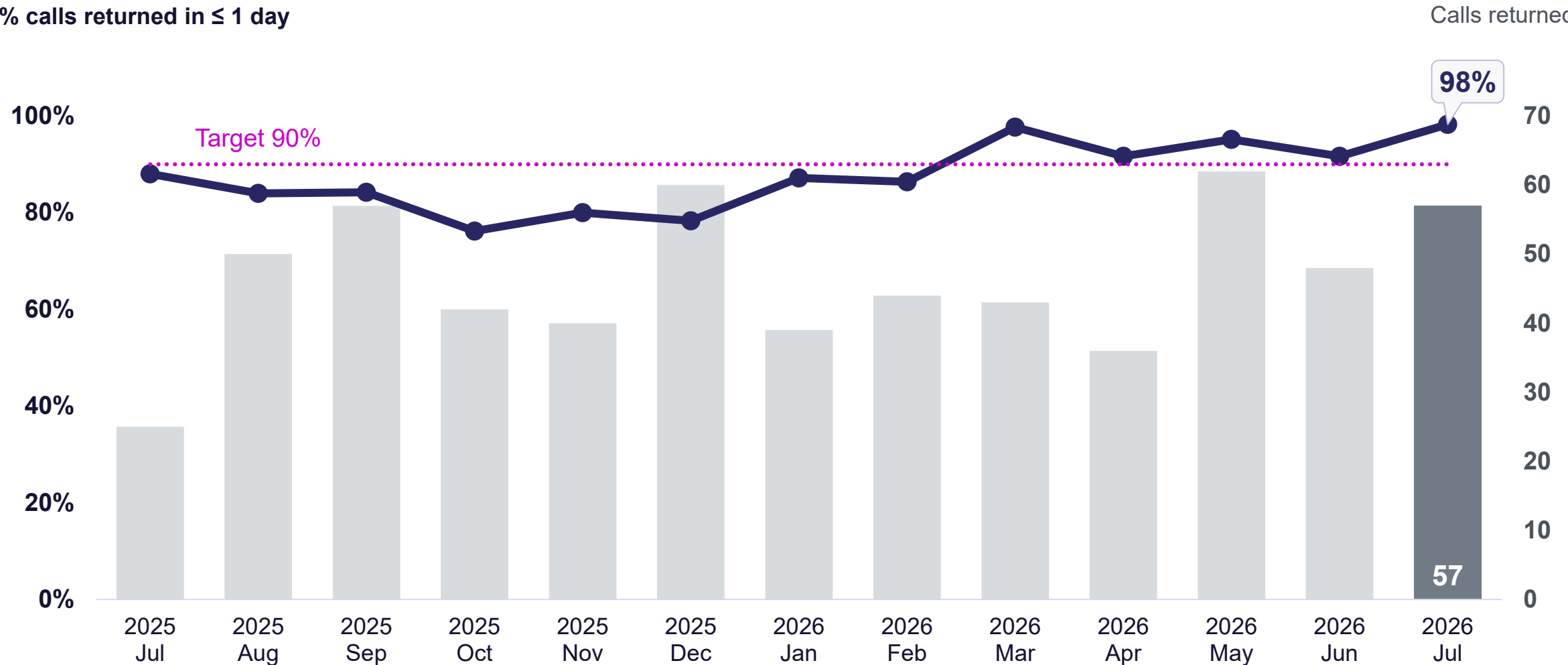
87% of YIRs flagged for PSO attention in June 2026 were reviewed by PSO within 7 business days.

PSO staff review the YIR incident details to determine whether to open a PSO case.





98% of Reporting Line calls were returned within 1 business day of retrieval during July 2026.

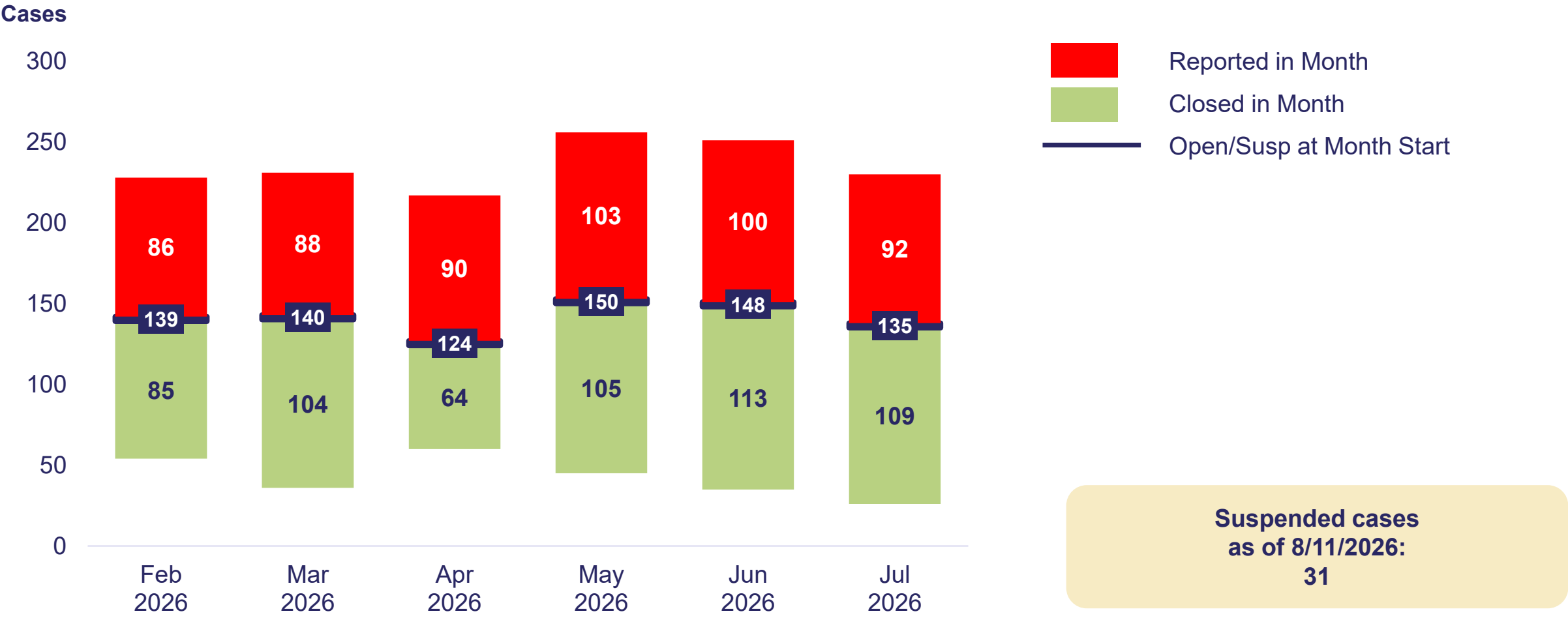




Supplemental Slides



PSO Case Flow

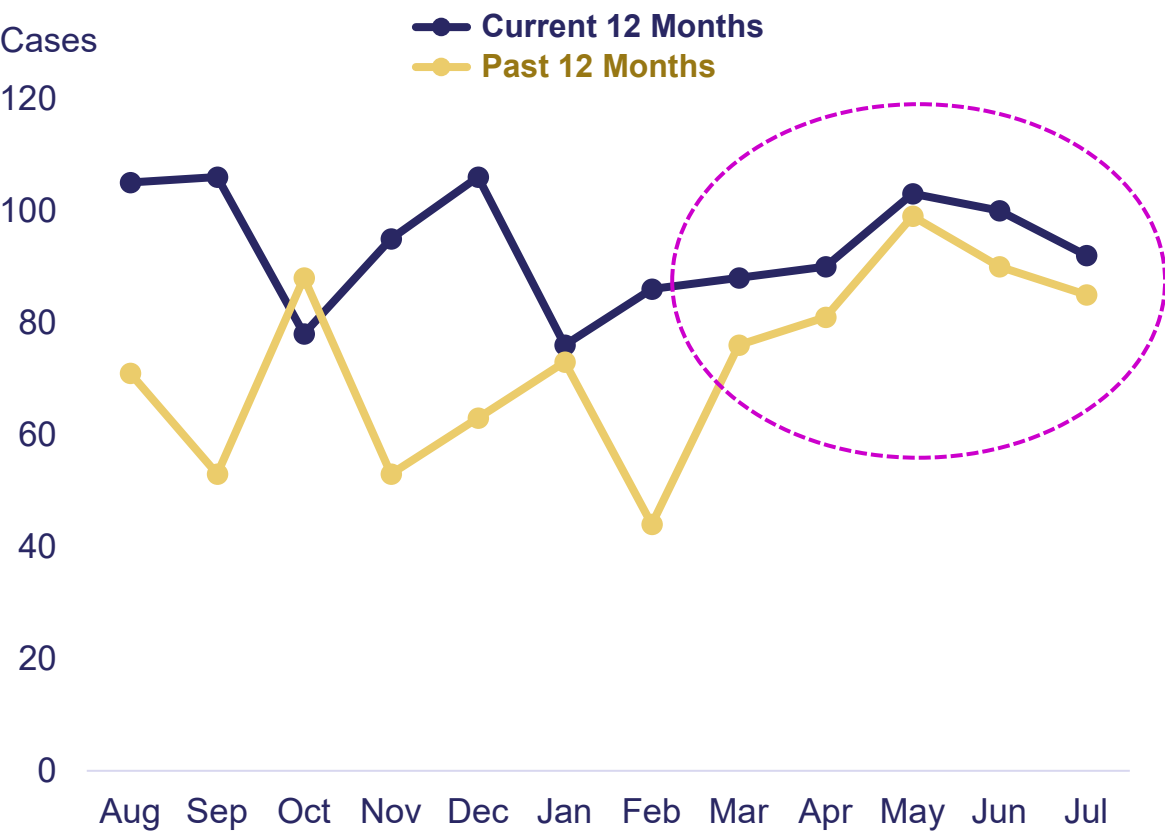




Reported Cases Over Time

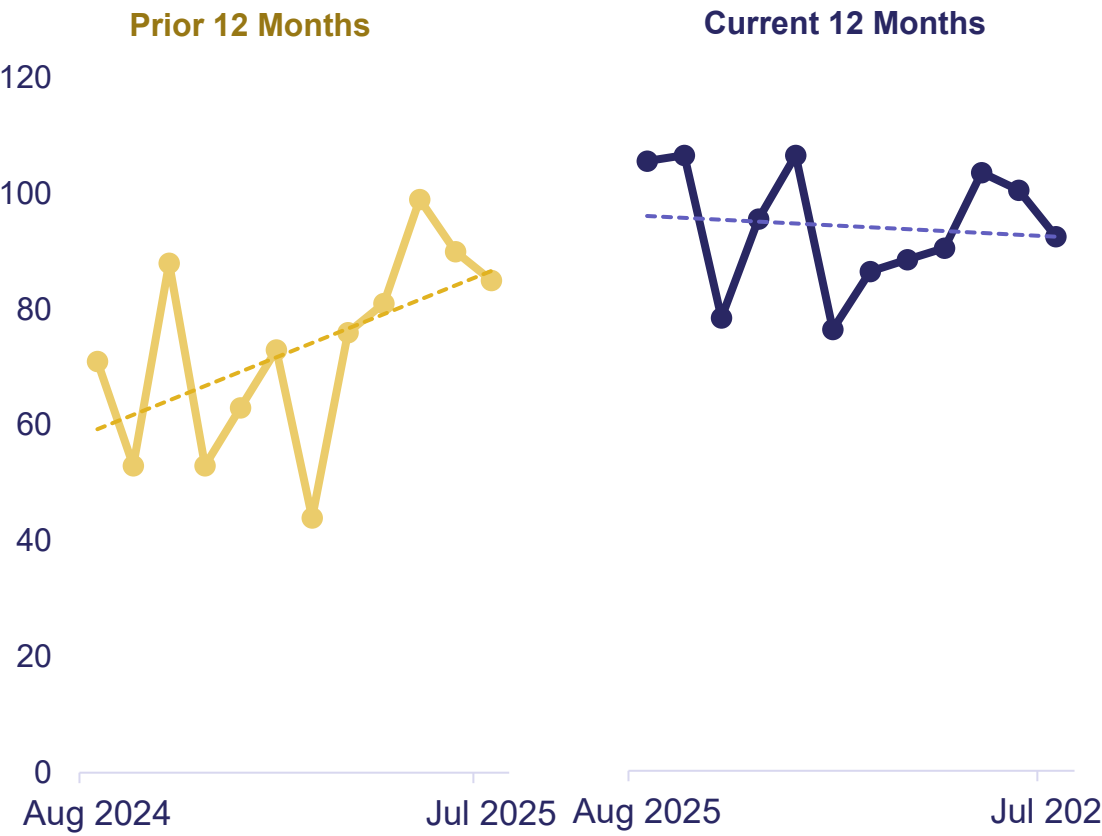
Year-Over-Year (Aug 2024 – July 2026)

Year-over-year, a trend in reported cases may be emerging.



Most Recent 24 Months

While numbers remain higher than the prior year, reported cases appear to be leveling off.



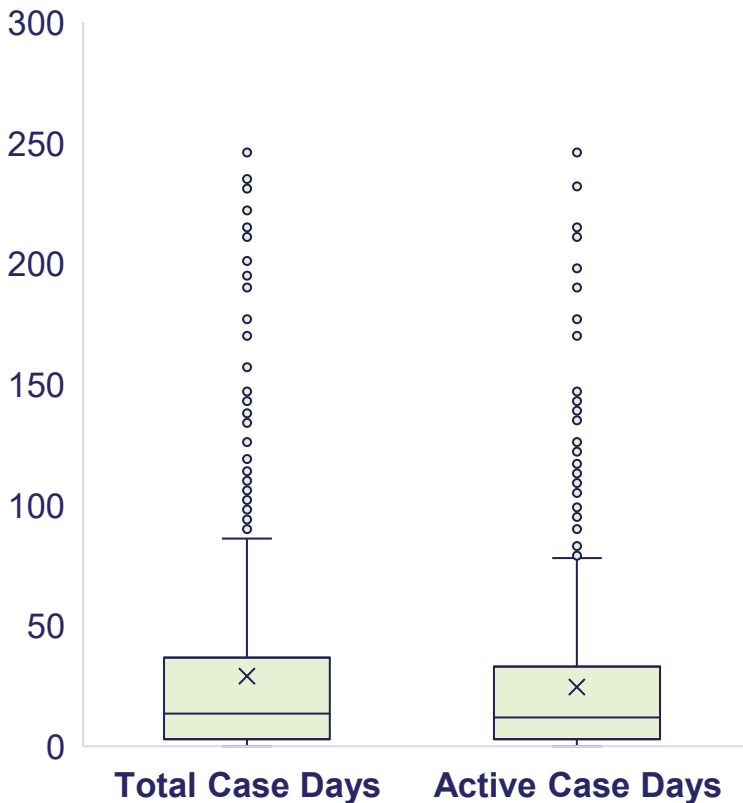


Distribution of Days to Case Closure

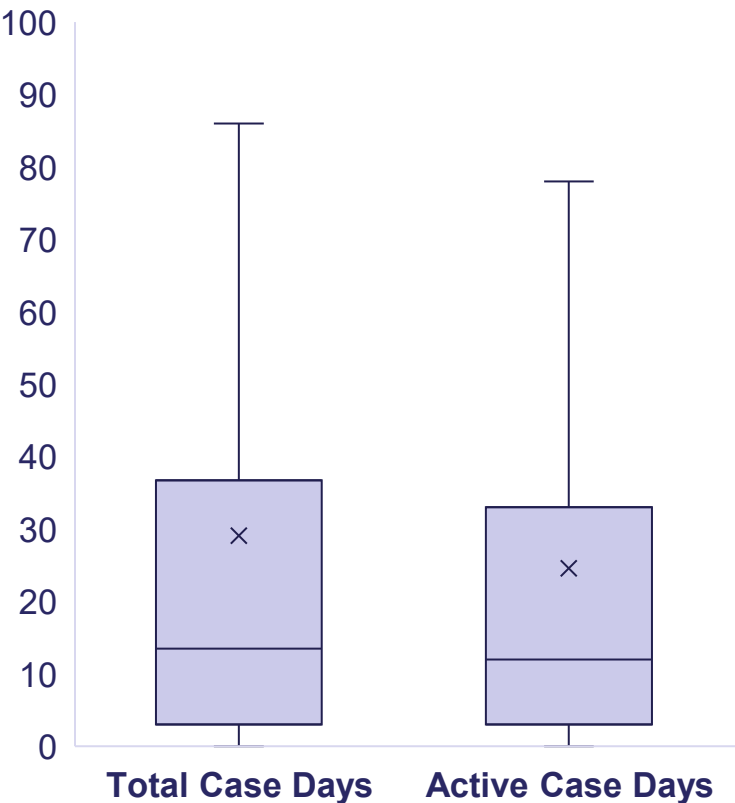
Cases closed in last 12 months by Total Case Days and Active Case Days*

Days between reported date and close date

With outliers displayed



Without outliers displayed



Boxplot statistics by Total and Active Case Days

Days Statistics	Total	Active
Minimum Days	0	0
25 th percentile (Q1)	3	3.8
Median (Q2)	13.5	12
75 th percentile (Q3)	36.25	33
Maximum Days	246	246
Mean Days	29.1	24.6
Counts	Total	Active
Outliers	86	68
Closed Cases (N)	1008	1008

Total Case Days includes suspended days, while Active Case Days excludes suspended days.



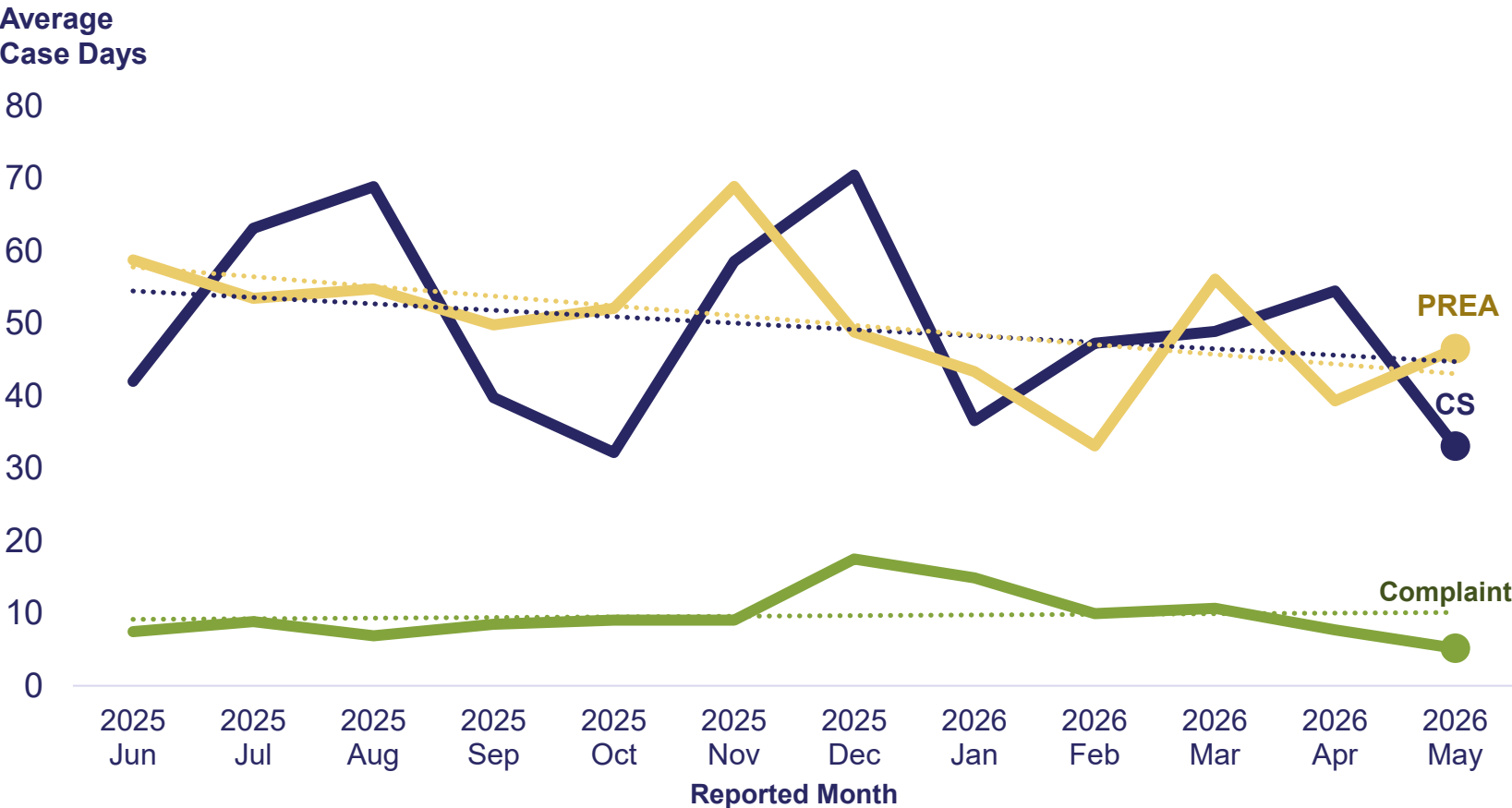
Average Days to Close by Case Type

12-Month Average Days to Close

Cases Reported
June 1, 2025 – May 31, 2026

Case Type	Days
CS Investigation	51.4
PREA Investigation	51.4
Complaint	9.6

CS and PREA investigation times have fluctuated but overall trended downward. Complaint cases have remained relatively steady at 5 to 17 days.



Case days exclude suspended days. Past averages will change as cases from prior months are closed.



Classified Cases

*** Days to Close ***

PSO began implementing case classification in spring 2025. As of May 1, 2025, PSO had classified all open and suspended cases and continues to classify all newly reported cases.

Case Classification	Case Count (N)	Average Days to Close
1) Staff-on-youth sexual harassment or abuse	140	25.0
2) Staff-on-youth non-sexual or other criminal act	82	55.2
3) Staff-on-youth racism or discrimination	16	18.7
4) Youth-on-youth sexual harassment or abuse	256	59.5
5) Youth-on-staff assault	8	48.4
6) Youth-on-youth other crimes	62	39.4
7) All other cases	749	18.9
All classified cases closed on or after 5/1/2025	1313	33.1



Findings by Case Classification

*** All Cases ***

Case Classification	Substantiated ¹	Unfounded	Inconclusive	Combined	Other ²
1) Staff-on-youth sexual or boundary violation	17	42	50	15	16
2) Staff-on-youth non-sexual or other criminal act	17	24	12	16	13
3) Staff-on-youth racism or discrimination	3	2	3	0	8
4) Youth-on-youth sexual or boundary violation	99	56	69	13	19
5) Youth-on-staff assault	4	0	0	1	3
6) Youth-on-youth other crimes	22	5	9	6	20
7) All other cases	100	123	69	66	391
All classified cases closed on or after 5/1/2025	262 20%	252 19%	212 16%	117 9%	470 36%

¹ Substantiated: Includes Substantiated or Partially Substantiated

² Other: Includes Resolved Prior to PSO Contact, Unable to Contact, No Complaint, Referred



Findings by Case Classification

*** OYA Residential Program ***

Case Classification	Substantiated ¹	Unfounded	Inconclusive	Combined	Other ²
1) Staff-on-youth sexual or boundary violation	1	3	2	1	3
2) Staff-on-youth non-sexual or other criminal act	3	2	4	4	2
3) Staff-on-youth racism or discrimination	0	1	0	0	1
4) Youth-on-youth sexual or boundary violation	2	0	2	0	1
5) Youth-on-staff assault	0	0	0	0	0
6) Youth-on-youth other crimes	1	1	3	0	5
7) All other cases	15	26	15	6	96
All classified cases closed on or after 5/1/2025	22 11%	33 17%	26 13%	11 6%	108 54%

¹ Substantiated: Includes Substantiated or Partially Substantiated

² Other: Includes Resolved Prior to PSO Contact, Unable to Contact, No Complaint, Referred



Findings by Case Classification

*** OYA Close Custody ***

Case Classification	Substantiated ¹	Unfounded	Inconclusive	Combined	Other ²
1) Staff-on-youth sexual or boundary violation	16	38	46	13	9
2) Staff-on-youth non-sexual or other criminal act	14	20	8	12	11
3) Staff-on-youth racism or discrimination	3	1	2	0	7
4) Youth-on-youth sexual or boundary violation	97	55	66	13	18
5) Youth-on-staff assault	4	0	0	1	3
6) Youth-on-youth other crimes	21	4	6	6	15
7) All other cases	85	92	51	60	274
All classified cases closed on or after 5/1/2025	240 22%	210 20%	179 17%	105 10%	337 31%

¹ Substantiated: Includes Substantiated or Partially Substantiated

² Other: Includes Resolved Prior to PSO Contact, Unable to Contact, No Complaint, Referred



Closing Updates



High-Priority Work

Is there any high-priority work happening in your department that we don't see reflected in some way in these slides?

Question 4:
In the last 7 days, I have received recognition or praise for doing good work



Employee Engagement

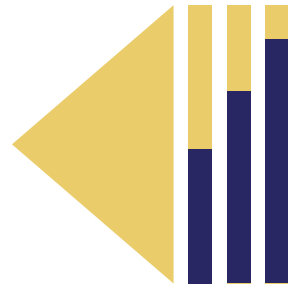
Updates on employee engagement efforts and areas of focus.



Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



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Help us improve

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scan the QR code or enter this link into your browser:

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