



OYA Professional Standards Office

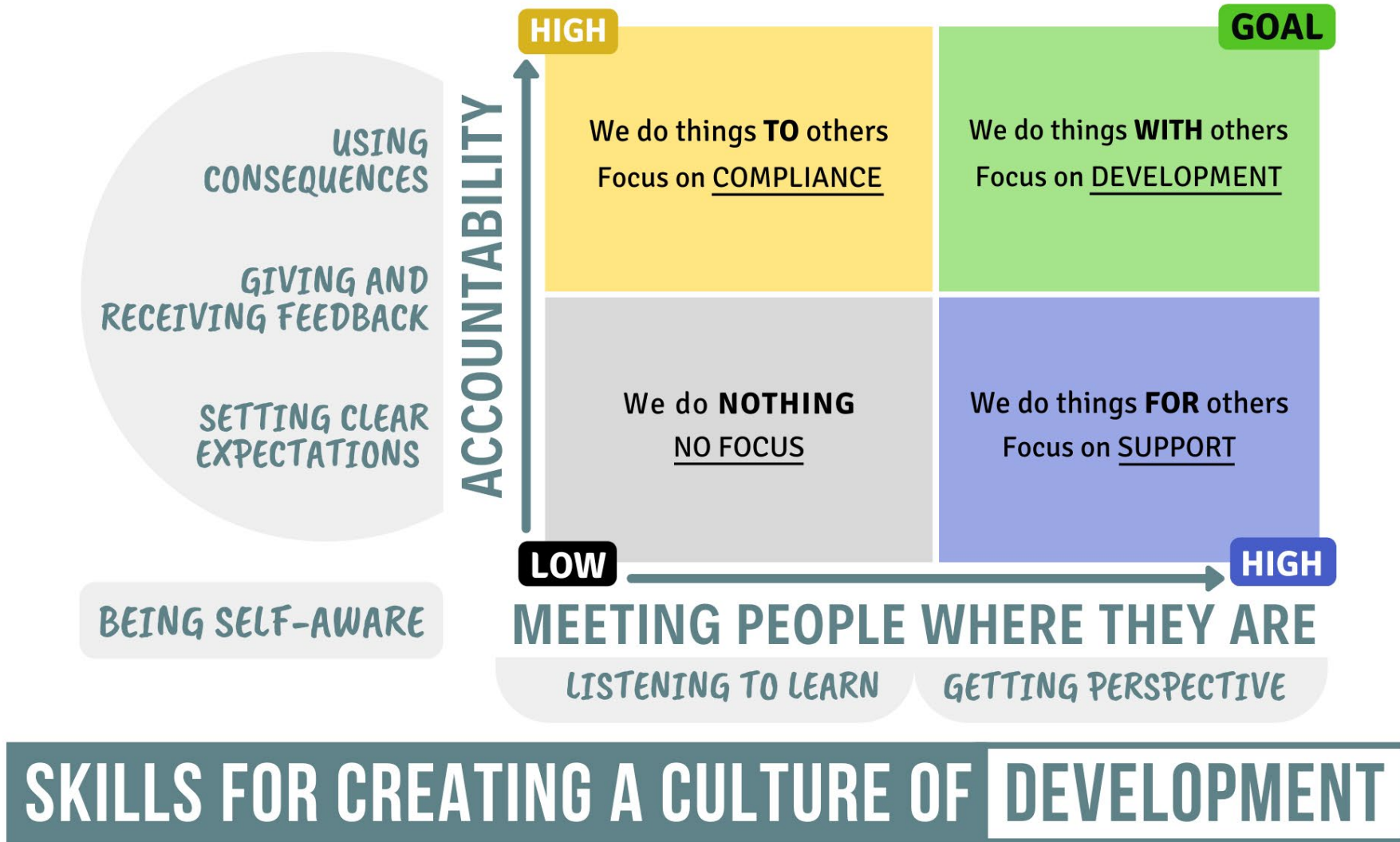
PSO Case Statistics

Tim Thrasher, Chief Investigator

5/20/2026



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 upon the part of 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 federal law that supports prevention of sexual assault and rape within corrections systems and also 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 30 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. Calls 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 is entered into the PSO case management system is "Open."
Suspended	Investigators halt their work temporarily when a case has been suspended 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.



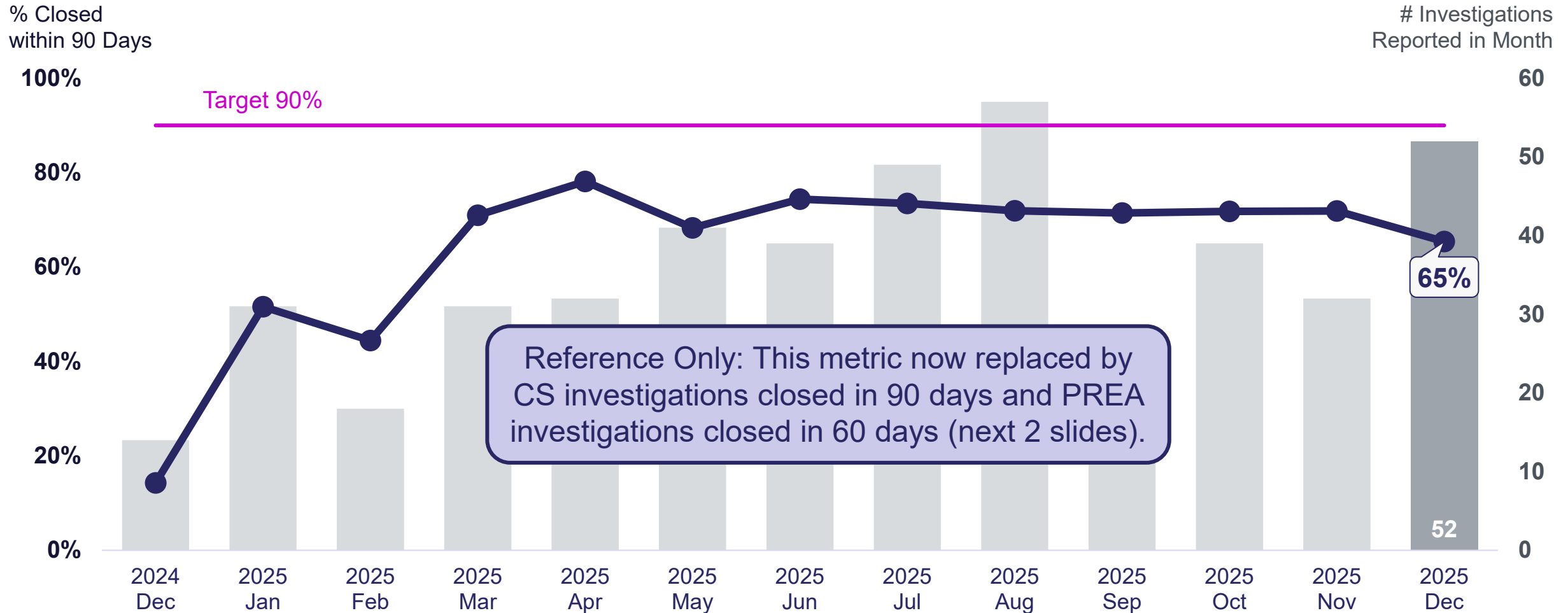
Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



Performance Metrics



65% of investigations reported in December 2025 closed within 90 Days



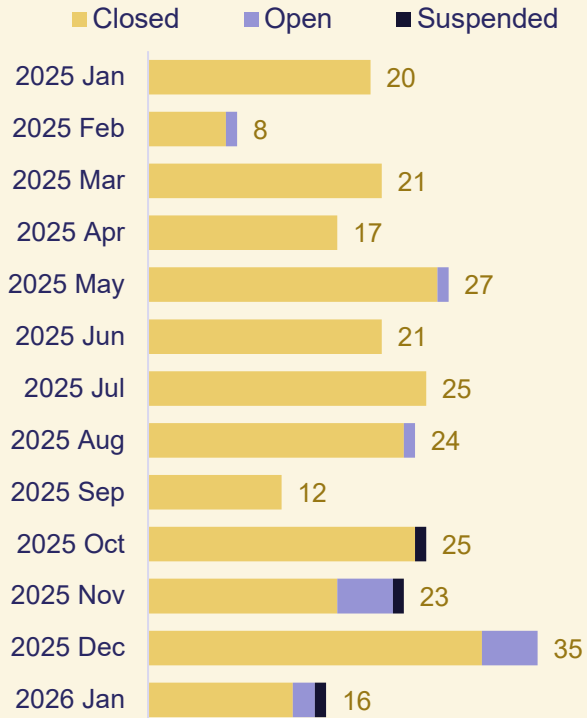
Reference Only: This metric now replaced by CS investigations closed in 90 days and PREA investigations closed in 60 days (next 2 slides).

NOTE: Due to data limitations, this metric does not exclude suspended case days.



81% of **all CS** investigations reported in January 2026 closed within **90 case days**

CS Investigations Current Status by Reported Month



As of 5/12/2026, PSO had 22 open CS investigations reported more than 90 days ago. Of those, 5 are suspended and 17 are active.

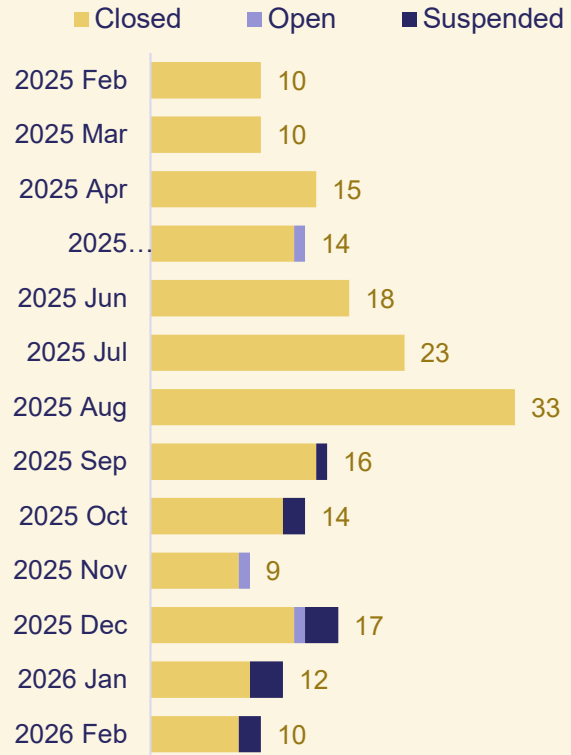
Case days exclude suspended days. Past percentages will likely change as suspended cases are reactivated and closed.





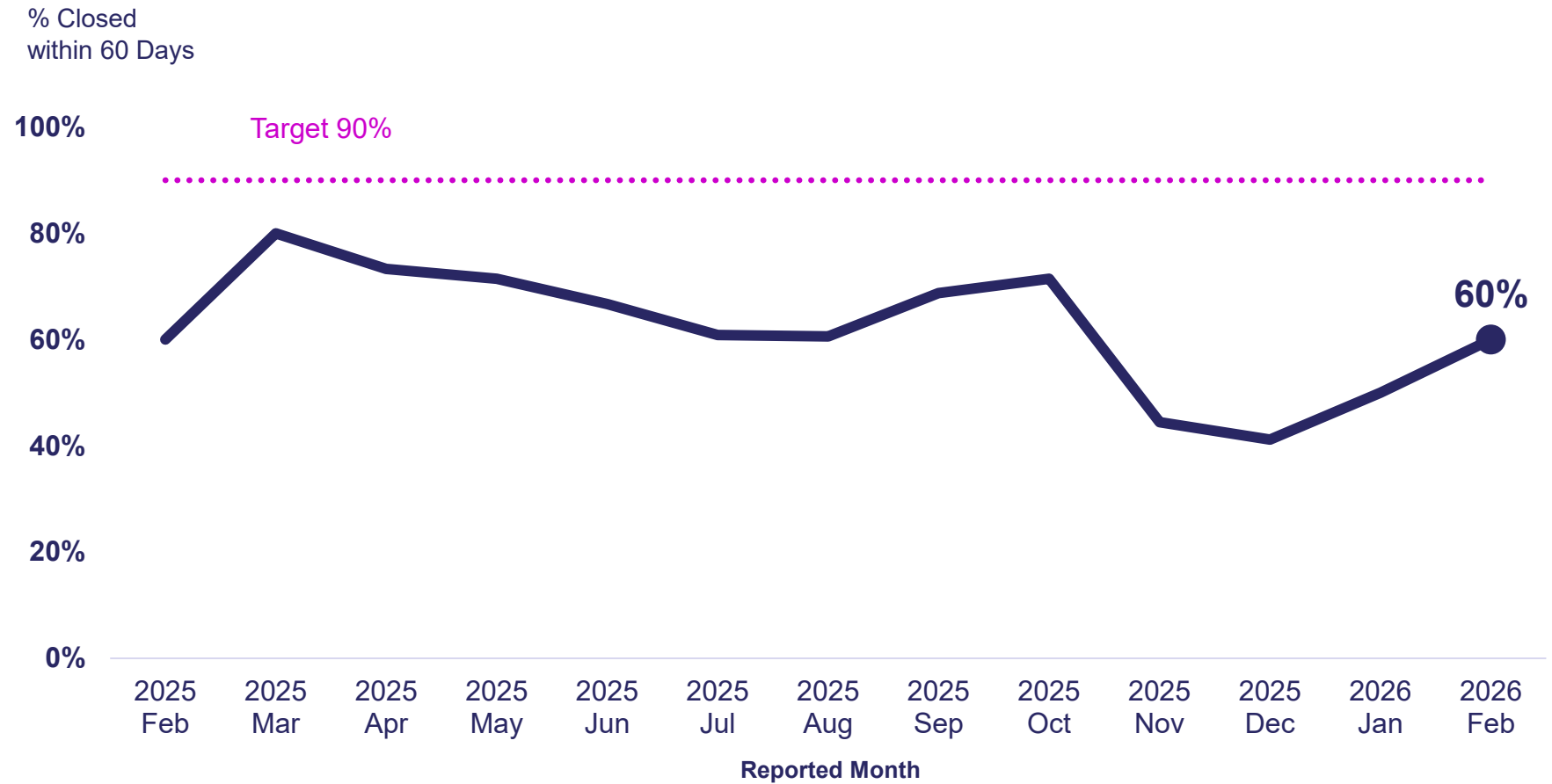
60% of **all PREA** investigations reported in February 2026 closed within **60 case days**

PREA Investigations Current Status by Reported Month



As of 5/12/2026, PSO had 16 open PREA investigations reported more than 60 days ago. Of those, 12 are suspended and 4 are active.

Active cases exclude those that are currently suspended, and case days exclude suspended days. Past percentages will likely change as suspended cases are reactivated and closed.





98% of **all complaints** reported in February 2026 closed within **60 case days**

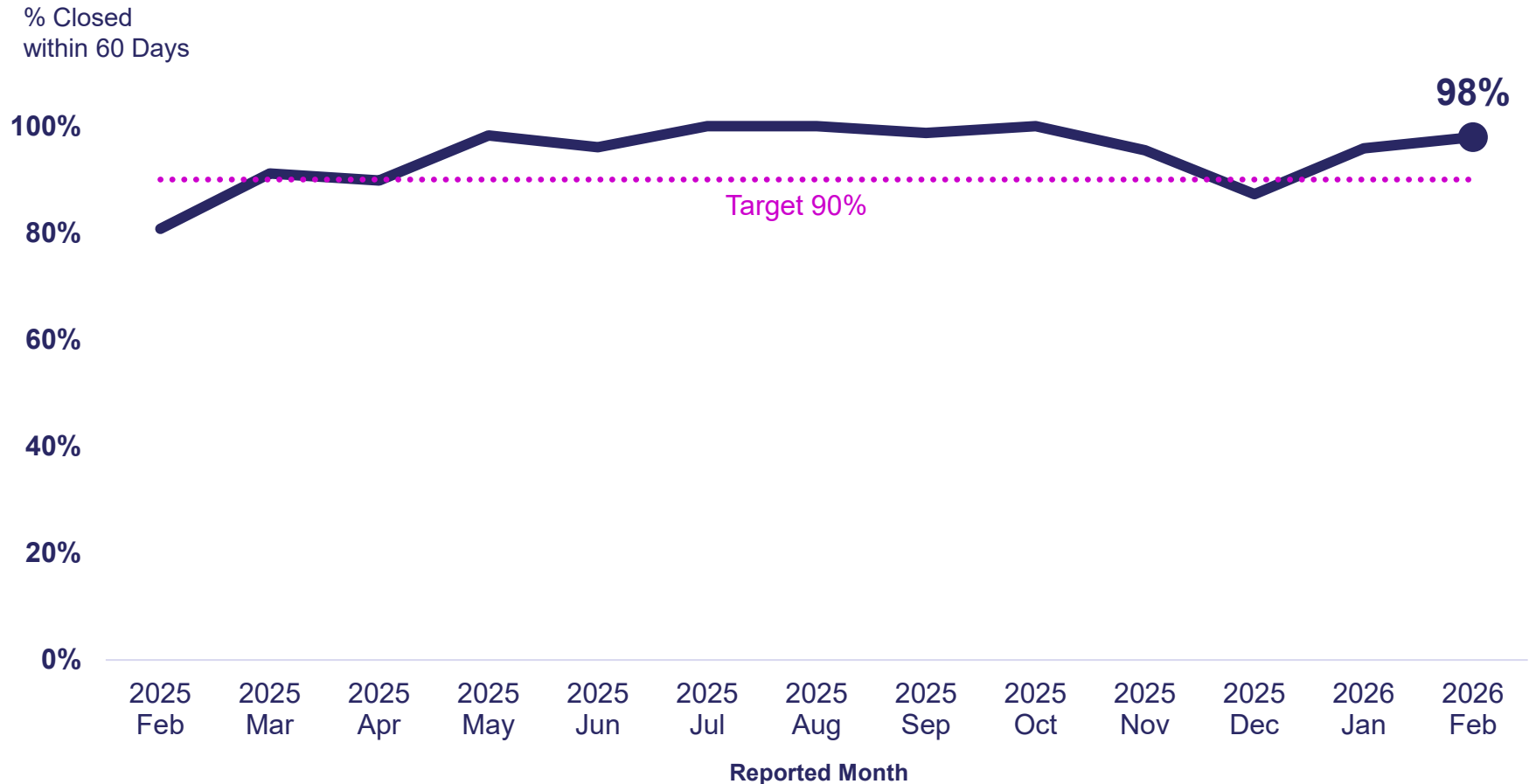
Complaints Current Status by Reported Month

■ Closed ■ Open ■ Suspended



As of 5/12/2026, PSO had 8 open complaints reported more than 60 days ago. Of those, 1 is suspended and 7 are active.

Active complaints exclude those that are currently suspended, and case days exclude suspended days. Past percentages will likely change as suspended cases are reactivated and closed.



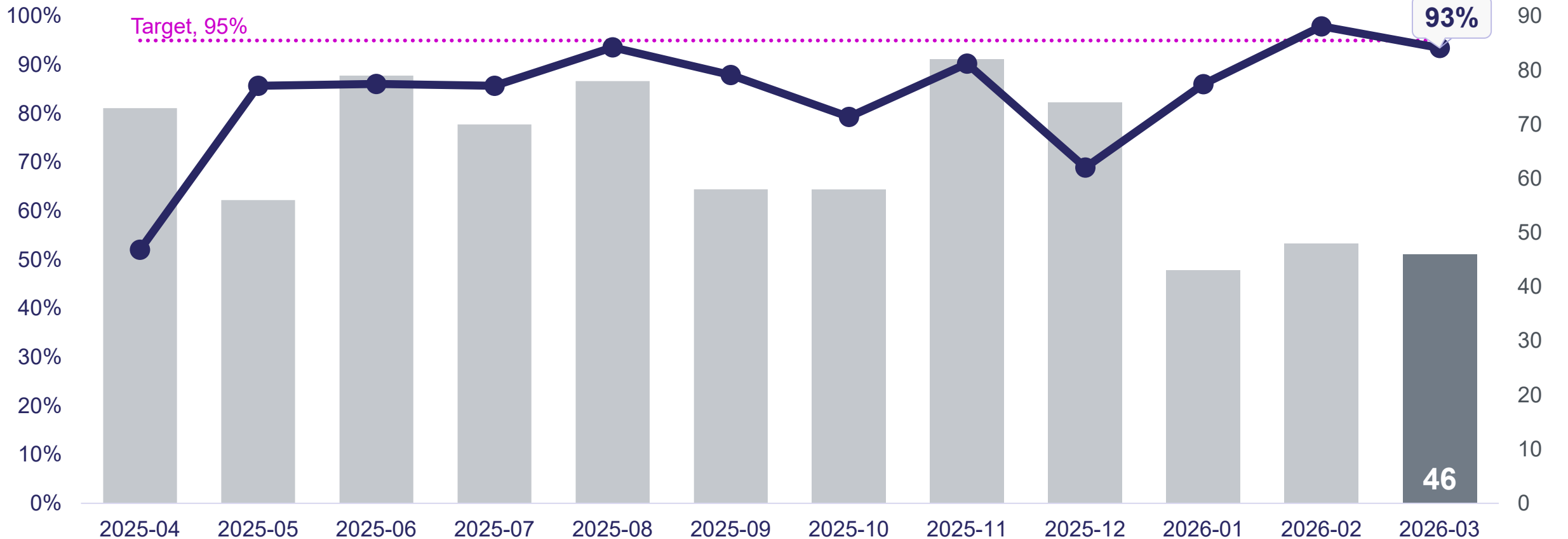


93% of YIRs flagged for PSO attention in March 2026 were reviewed by PSO within **14 business days**

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

% of YIRs Reviewed within 14 days

of YIRs Logged for PSO Review



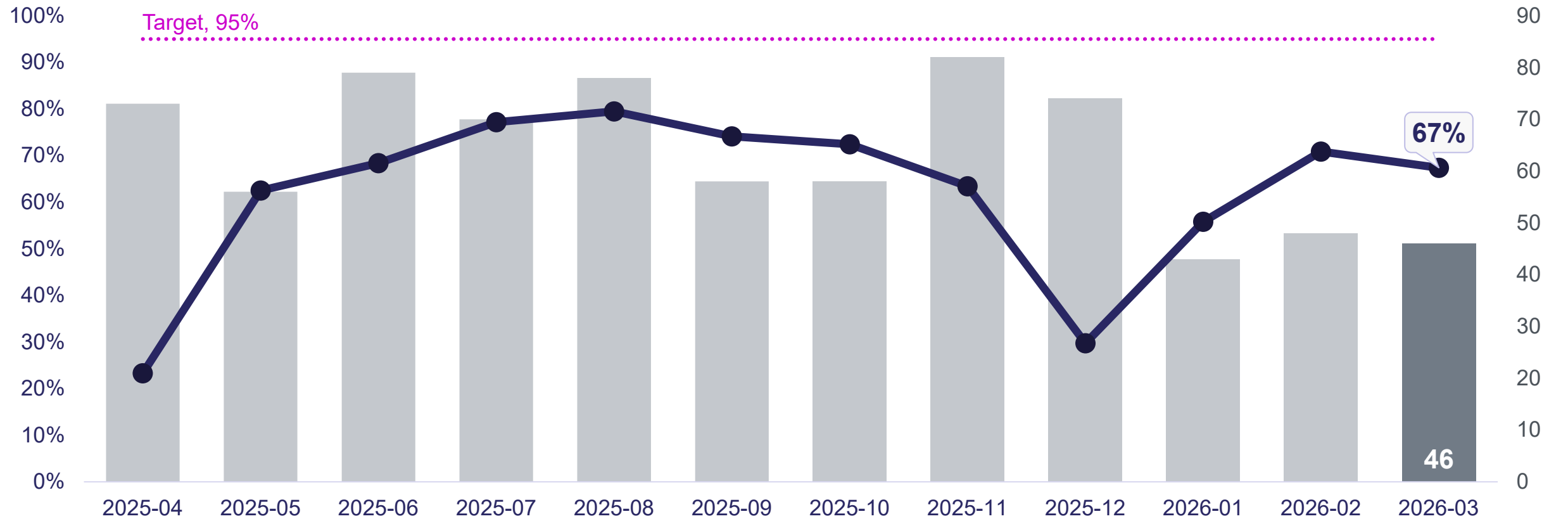


67% of YIRs flagged for PSO attention in March 2026 were reviewed by PSO within **7 business days**

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

% of YIRs Reviewed within 7 days

of YIRs Logged for PSO Review

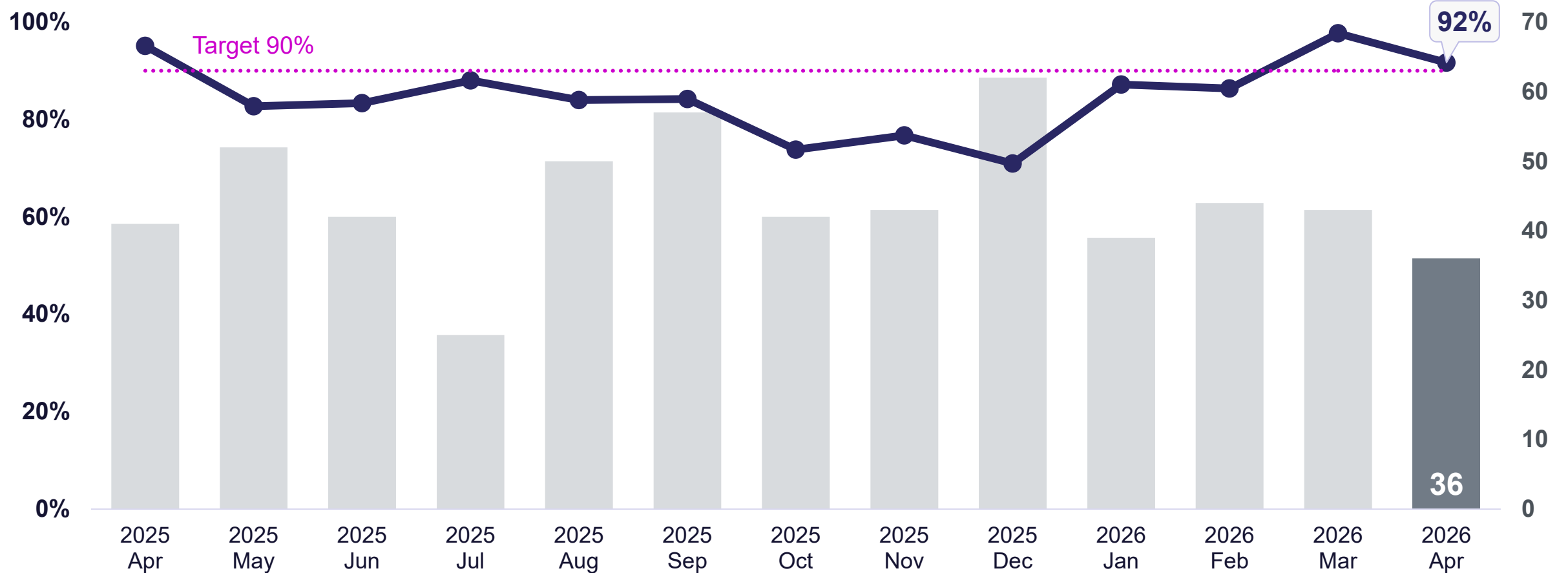




92% of the reporting lines calls were returned within 1 business day of retrieval during April 2026

% Calls Returned in <= 1 Day

Calls Retrieved





Supplemental Slides



The Chief Investigator (or designee) has signed all closed cases that were awaiting review on 1/1/2025

Pre-2025 Caseload: Review Activity

3226 Unsigned on 1/1/2025

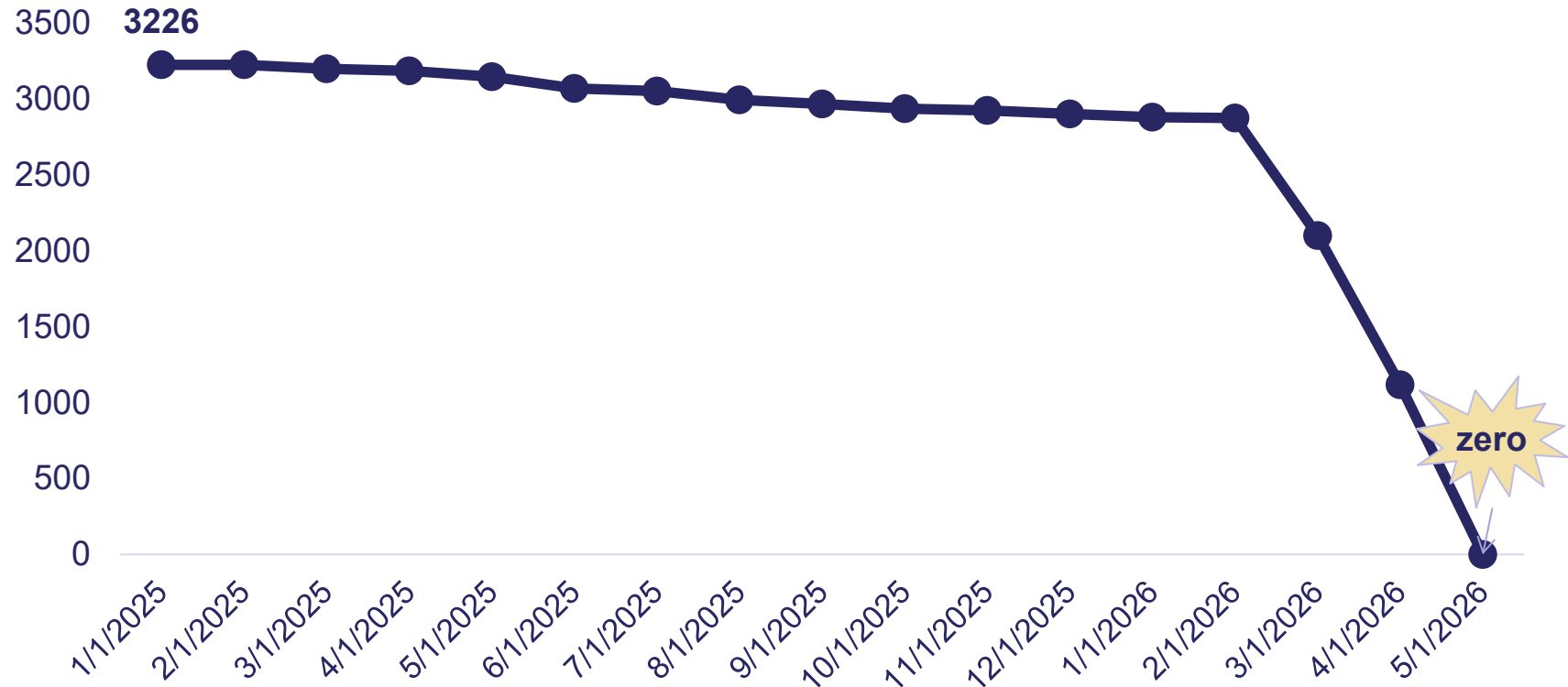
-3226 Reviewed & signed since 1/1/2025

0 Cases closed prior to 1/1/2025 still awaiting review as of 5/12/2026

Ongoing case review and cleanup have identified duplicate cases and required some cases to be reopened. This has resulted in 2 of the pre-2025 cases remaining open as of 5/12/2026.

Pre-2025 Unsigned Caseload

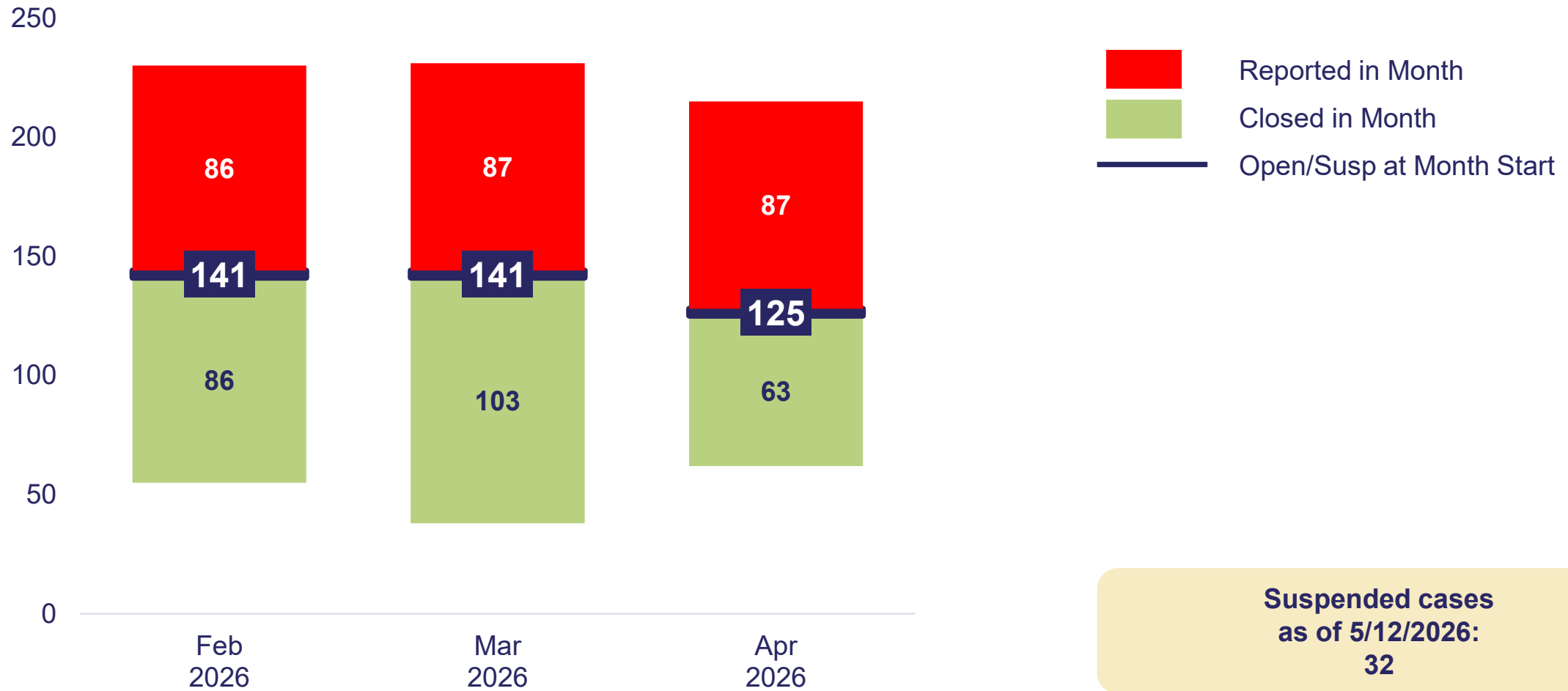
Unsigned Case Count



AIM data as of 5/12/2026.

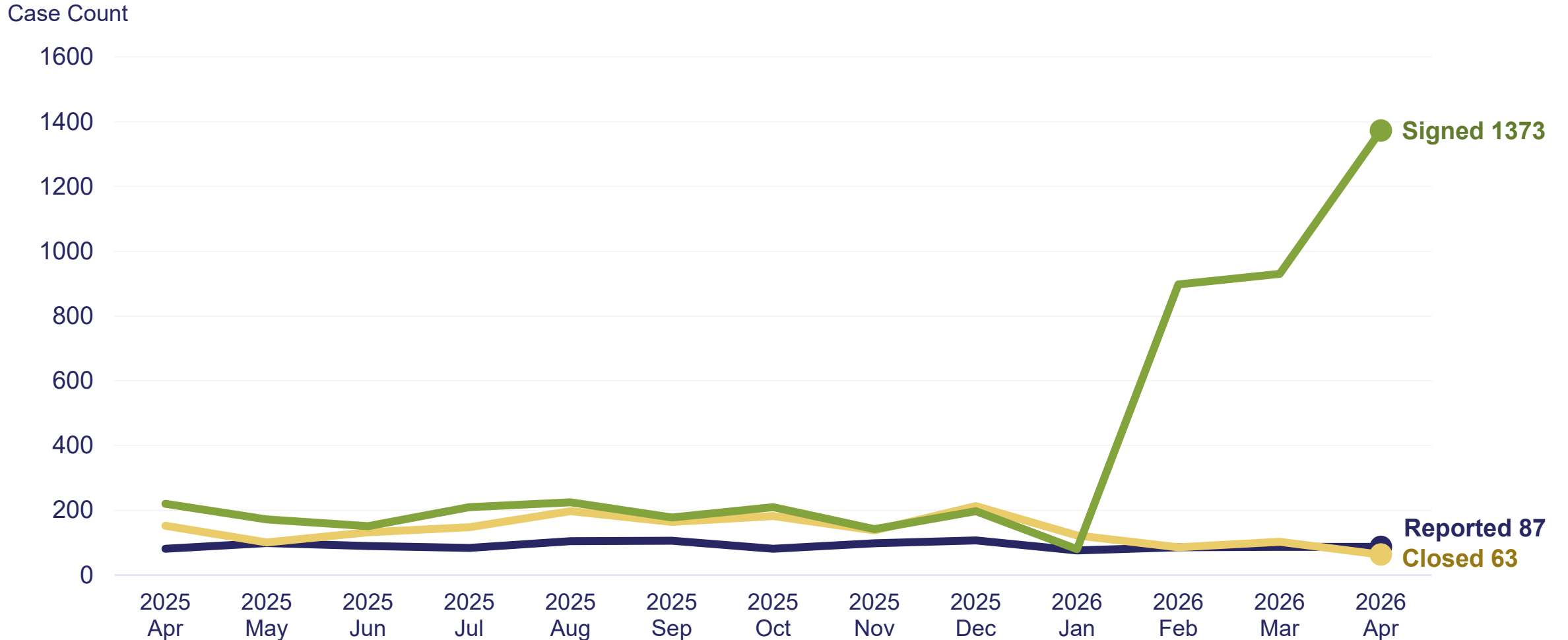


PSO Case Flow





Case signing has accelerated since the deployment of a dedicated resource in February



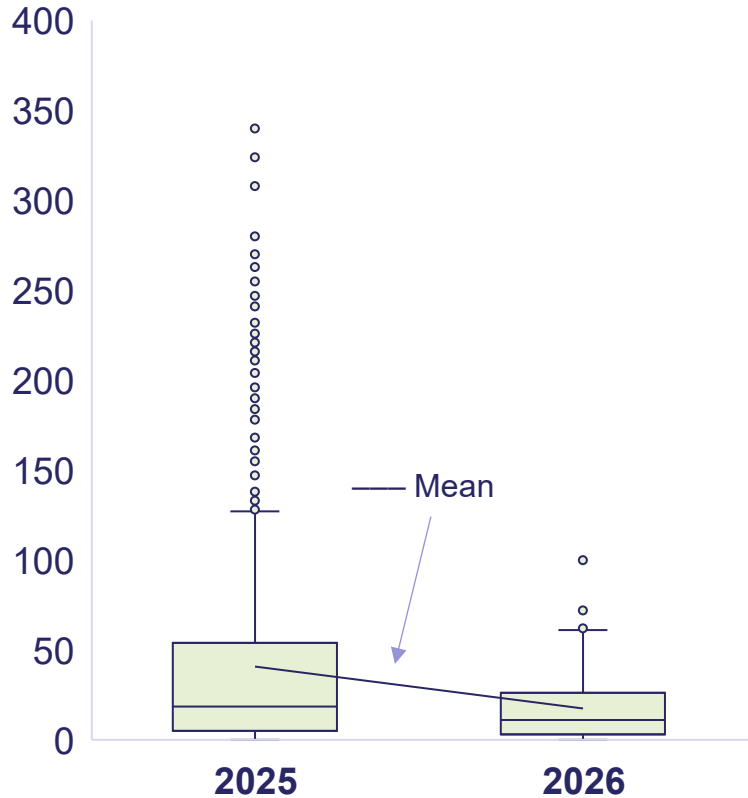


Distribution of Days to Case Closure

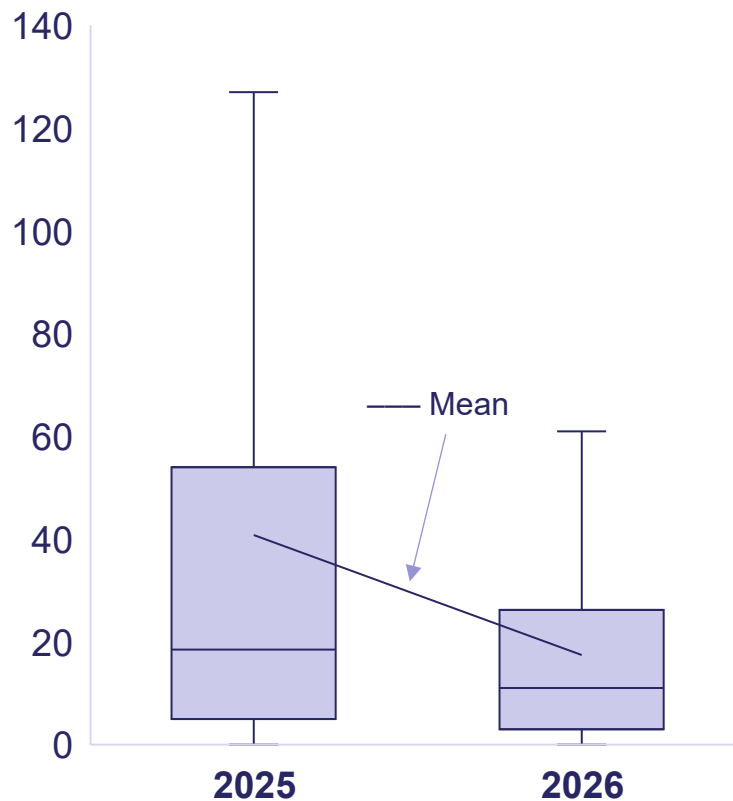
By Reported Year

Days between case reported date and close date

With outliers displayed



Without outliers displayed



Boxplot statistics by reported year

Statistic (Days)	2025	2026 YTD
Minimum	0	0
25 th percentile (Q1)	5	3
Median (Q2)	18.5	11
75 th percentile (Q3)	54	26.25
Maximum	340	100
Mean Average	40.79	17.44
Statistic (Count)		
Outliers (count)	78	8
Closed Cases (N)	1014	264



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 or boundary violation	111	46.3
2) Staff on youth non-sexual or other criminal act	62	39.4
3) Staff on youth racism or discrimination	13	15.9
4) Youth on youth sexual or boundary violation	187	55.8
5) Youth on staff assault	5	32.6
6) Youth on youth other crimes	47	28.2
7) All other cases	558	18.6
All classified cases closed on or after 5/1/2025 *	983	30.6

* Table excludes 22 unclassified cases reported and closed after 5/1/2025.



Classified Cases

Findings by Case Classification

Case Classification	Substantiated	Partially Substantiated	Unfounded	Inconclusive	Referred	Combined	Other ¹
1) Staff on youth sexual or boundary violation	12	3	30	42	5	12	7
2) Staff on youth non-sexual or other criminal act	9	1	18	12	4	14	4
3) Staff on youth racism or discrimination	2	1	1	3	6	0	0
4) Youth on youth sexual or boundary violation	68	11	28	57	3	9	11
5) Youth on staff assault	3	0	0	0	0	1	1
6) Youth on youth other crimes	15	3	4	8	8	6	3
7) All other cases	66	11	100	54	160	48	119
All classified cases closed on or after 5/1/2025 ²	175 18%	30 3%	181 18%	176 18%	186 19%	90 9%	145 15%

¹ Other findings: Resolved Prior to PSO Contact, Unable to Contact, No Complaint, and any data errors of closed cases with a pending finding.

² Table excludes 22 unclassified cases and cases without a specified finding.



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?

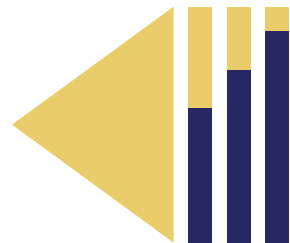


Employee Engagement

Updates on employee engagement efforts and areas of focus.

IMPACT

Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



Help us improve

Follow QR code to provide feedback